



## P.E.S. College of Engineering, Mandya - 571 401

(An Autonomous Institution affiliated to VTU, Belgaum)

**Third Semester, Master of Business Administration (MBA)**

**Semester End Examination; Dec - 2016/ Jan - 2017**

**Team Development and Leadership**

*Time: 3 hrs*

*Max. Marks: 100*

*Note: Answer all FOUR full questions from PART - A and PART - B (Case study) is compulsory.*

### PART - A

- 1 a. What is teamwork? What are the characteristics of Productive and Effective teams? 10  
 b. Explain Five stages of Group developments. 10

**OR**

- 2 a. Define T-Groups and explain its classifications. 10  
 b. Explain Group cohesiveness and its factors of consequences. 10  
 3 a. Briefly explain what the managers should look for in groups? 10  
 b. Explain how organizational elements can be improved? 10

**OR**

- 4 a. Explain Team building in Global era. 10  
 b. Explain Neuro Linguistic programming for team building. 10  
 5 a. What are the negotiation skills and strategies required for team building? 10  
 b. Explain conflict resolution techniques for effective team building. 10

**OR**

- 6 a. What is leadership? Explain level of conceptualization for leadership theories. 10  
 b. Explain the nature of Activity patterns of Managerial work. 10  
 7 a. What is the cross cultural leadership? Explain the types of difficulties. 10  
 b. Explain GLOBE project and its importance. 10

**OR**

8. Write short notes on : 20  
 a) Attitudes of motivation b) Role of Team Builders  
 c) Problem solving and decision making in Team d) Participative leadership.

### PART - B (Compulsory)

9. **Case Study:**

In one organization there were 3 general managers under a chief general manager who was in charge of a unit of a large organization. The previous chief GM at the time of leaving the company had warned his successor about one of the GM's, saying that his performance was not up to the mark and he should not to take much work from him. The situation was slowly deteriorating and the chief GM was not able to optimizing human resources. It was not desirable. The employee was alternating between avoidance and reactive states.

- a. Write your views on the case. 10  
 b. What should be done to better utilize human resource and avoid unpleasant working situations? 10