

THE KAVERY ENGINEERING COLLEGE
(An Autonomous Institution)

MBA DEGREE END SEMESTER THEORY EXAMINATIONS, NOV /DEC 2024

Fifth Semester

Agricultural Engineering

CMG338 – Team Building & Leadership Management for Business

Regulations – 2021

Duration : 3 Hrs

Maximum : 100 Marks

PART – A (ANSWER ALL QUESTIONS) (Marks 10*2=20)

<i>Q.No</i>	<i>Questions</i>	<i>BLT</i>	<i>CO</i>	<i>Marks</i>
1.	What are team dynamics?	RE	1	2
2.	What is team decision making, and how does it differ from individual decision-making?	UN	1	2
3.	What is a team-based organization?	RE	2	2
4.	Define experiential learning in team building.	RE	2	2
5.	Name two myths about leadership.	RE	3	2
6.	What is delegation in leadership?	RE	3	2
7.	What is the difference between transactional and transformational leadership?	UN	4	2
8.	What does the Path-Goal theory state?	RE	4	2
9.	What is destructive leadership?	RE	5	2
10.	Define leadership derailment.	RE	5	2

PART – B (ANSWER ALL QUESTIONS) (Marks 5*13 = 65)

<i>Q.No</i>	<i>Questions</i>	<i>BLT</i>	<i>CO</i>	<i>Marks</i>
11.	a Explain the stages of team development and discuss how each stage impacts team dynamics.	UN	1	13
	Or			
	b What are self-directed work teams (SDWTs), and how do they function in an organization? Discuss the benefits and challenges associated with SDWTs.	UN	1	13
12.	a Discuss the importance of credibility and trust in team building. What strategies can leaders use to establish credibility and trust within teams?	AN	2	13
	Or			
	b Analyze the role of coaching and mentoring in team development. How can these approaches enhance teamwork and improve team effectiveness?	AN	2	13
13.	a Explain the relationship between intelligence types and leadership effectiveness. Provide examples.	AP	3	13

Or

	b	Describe the process and importance of delegation and empowerment in leadership. How does effective delegation contribute to team success?	AP	3	13
14.	a	Explain the situational leadership model and discuss its practical applications in organizational settings.	AP	4	13
		Or			
	b	Analyze the role of ethics and values in organizational leadership. How can a leader's ethical stance influence team and organizational culture?	AP	4	13
15.	a	Discuss how motivation and leadership are interconnected. How can leaders use motivational techniques to improve team performance?	AP	5	13
		Or			
	b	What are the recent trends in global leadership, and how are they shaping leadership effectiveness in diverse, multicultural environments?	AP	5	13

*PART – C (Marks 1*15 = 15)*

<i>Q.No</i>		<i>Questions</i>	<i>BLT</i>	<i>CO</i>	<i>Marks</i>
16.	a	Case: Spark Solutions, a software development company, is launching a new project to develop an innovative application. The project involves employees from different departments, each bringing unique expertise. However, the team faces challenges due to a lack of cohesion, communication gaps, and conflicting working styles. To address these issues, the company's management organized a team-building workshop and implemented a leadership development program for team leaders. The workshop focused on improving collaboration, communication, and trust among team members. Additionally, the leadership program helped team leaders strengthen their conflict resolution and decision-making skills. After a month, there was noticeable improvement in team morale and efficiency, but some team members still struggled with adapting to each other's work styles. Management is considering further steps to support the team in achieving high performance. Questions: 1. What further strategies could Spark Solutions implement to help team members adapt to each other's work styles? 2. How can leadership development programs enhance team leaders' ability to resolve conflicts within their team? 3. Why is building trust important in team building, and how will it impact on the success of the team in achieving their performance?	AP	1	15

Or

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| b | At Bright Future solutions, a consulting firm, a newly assigned project requires collaboration across multiple departments, each with its own priorities and work style. The project manager, Maya, recognizes the need to build a cohesive team and enhance leadership skills to meet the project goals effectively. She organizes a two-day team-building workshop where employees engage in group activities, communication exercises, and leadership role-playing sessions. During the workshop, Maya observes that while some team members are natural leaders, others struggle with decision-making and conflict resolution. She also notices that a few employees are hesitant to share ideas, likely due to lack of confidence. Maya decides to implement ongoing leadership coaching for selected team members, focusing on communication, conflict management, and decision-making skills. By the end of the workshop, team morale improves, and employees feel more connected. However, Maya wonders how to sustain this momentum and ensure continued collaboration and leadership growth as the project progresses. | AP 3 15 |
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Questions:

1. How can Maya maintain team morale and ensure consistent collaboration after the initial workshop?
2. What specific leadership skills should Maya focus on in her coaching sessions to help employees improve their decision-making and conflict-resolution abilities?
3. How can Maya encourage hesitant team members to actively participate and share their ideas in future meetings?