



BUH 3213: TEAM LEADERSHIP AND MANAGEMENT

Instructions

- i) This exam paper contains SIX questions containing 10 marks each.
 - ii) Answer Question 1 (COMPULSORY) and any other THREE questions
 - iii) Read each question carefully before attempting.
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QUESTION 1

Read the Case Study and answer the questions that follow

Icon Corporation is a multinational technology company that specializes in the development of software solutions for various industries. The company has a diverse workforce, with employees from different backgrounds and skill sets. The team is responsible for designing and developing cutting-edge software products for the company. The team consists of ten members, including software developers, testers, and project managers. Each member of the team has specific roles and responsibilities, but they work collaboratively to achieve common goals. The team is led by a project manager who oversees the day-to-day operations and ensures that the team is on track to meet project deadlines and deliver high-quality products.

In appreciation that the strength of a team lies in the strengths and differences of the team members:

- a) Explain **THREE** common individual differences that can be found in this team (6 marks)
- b) Describe **TWO** ways in which group strengths can be harnessed in the team (4 Marks)

QUESTION 2

Explain **FIVE** factors that lead to team development (10 Marks)

QUESTION 3

In reference to Belbin's theory on team roles:

- a) Discuss **TWO** roles in thought-oriented roles (4 Marks)
- b) Explain **THREE** ways in which a team leader can leverage team roles (6 Marks)

QUESTION 4

- a) Describe **THREE** teams that can be found in a workplace. (6 Marks)
- b) Explain with examples **TWO** benefits of teams to an organization (4 Marks)

QUESTION 5

As a team leader, you notice that your team lacks commitment which is affecting their performance. Explain **FIVE** ways you can overcome this challenge. (10 Marks)

QUESTION 6

Conflicts in a team are inevitable.

- a) Explain **THREE** conditions that create conflict in a team (6 Marks)
- b) Discuss **TWO** roles of a team leader in team conflict management (4 Marks)