



PAN AFRICA CHRISTIAN UNIVERSITY
SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY
END OF SEMESTER EXAMINATION FOR DIPLOMA IN
LEADERSHIP MANAGEMENT
MAY- AUGUST 2019

CAMPUS: ROYSAMBU
DEPARTMENT: LEADERSHIP AND GOVERNANCE
COURSE CODE: DLM203
CAMPUS: ROYSAMBU
COURSE TITLE: DEVELOPING AND LEADING TEAMS
EXAM DATE: THURSDAY 8TH AUGUST 2019
TIME: 9:00AM-11:00AM
DURATION: 2 HOURS

INSTRUCTIONS

- Read all questions carefully before attempting.
- Write **ONLY** your **student number** on the answer booklet provided.
- This exam script has **TWO (2)** sections.
- Answer **ALL** questions in Section **A** and any other **THREE** questions in Section **B**.
- *ALL PAC University's examination rules and regulations apply*

SECTION A: ANSWER ALL QUESTIONS FROM THIS SECTION

1. a. Define the following terms
 - i) Personality (2 marks)
 - ii) Team (2 marks)
 - iii) Conflict norming (2 marks)
- b. Differentiate **teamwork** from **task work** (4 marks)
2. a. Name and describe any **two** types of teams (4 marks)
- b. Explain any **two** components of the ‘**input**’ function within the IMO framework (4 marks)
- c. Explain three benefits of teams in a 21st century organization (6 marks)
3. a. State two conflict resolution obstacles (2 marks)
- b. Explain **two** characteristics of an effective team (4 marks)

SECTION B: ANSWER ANY THREE QUESTIONS FROM THIS SECTION

4. State and explain the **five** stages of team development (10 Marks)
5. Describe the **five** dysfunctions of a team according to Patrick Lencioni’s model (10 marks)
6. a. Explain **two** advantages of virtual teams (4 marks)
- b. Identify and explain **three** aspects to consider in the team formation process (6 marks)
7. Mark is heading a technology firm that is scheduled to launch a new product in the next quarter. He has been tasked with developing a high-performance team and decided to have people from different departments who have different personalities.
 - a. Which team did Mark form? (1 mark)
 - b. Give two advantages of this team (4 marks)
 - c. What does Mark need to do in order to develop his team into a high-performance team? (5 marks)
8. A pharmaceutical company was experiencing some profitability challenges and decided to cut costs. During an executive staff meeting the CEO announced a decision to eliminate first class travel for the employees. After further discussion, most of the executives (managers) were in support of this decision however not all of them went back to their staff members to inform them of this change. Consequently, staff members continued to take first class flights which cost the company more money.
 - a. Explain two factors that must be present to ensure commitment among team members (4 marks)

- b. Discuss **two** approaches that the CEO could have used to ensure commitment among all staff members (6 marks)