

## Team Leadership and Conflict Management



PAC UNIVERSITY

### BUH3213: TEAM LEADERSHIP AND CONFLICT MANAGEMENT ONLINE EXAMS

DATE:

TIME:

#### **QUESTION 1**

#### **COMPULSORY**

**(10 MARKS)**

(a) You are a management consultant specializing in organizational behavior, and you receive a call from a new client, John. John is the Chief Innovation Officer at G Box, a video game company.

John: "I am calling you because I am having a very hard time dealing with one of my employees, Eva. Eva is one of our leading software engineers, and she just joined the company from Ubisoft. I have a lot of respect for Eva, and I'm actually the one that hired her. She is the only engineer that has a Ph.D., and her experience at Ubisoft is exceptionally precious to the company. She is by far our most talented engineer. She even had higher grades than myself in College.

Consultant: "Sounds great, so why are you fighting?"

John: "When asking her to create a video game based on the blueprint I created, instead of building the game, she built a new blueprint instead! This upset me tremendously because we have deadlines to maintain, and I don't think an employee should ever challenge her manager. Even if her blueprint was better (though I'd never tell her that, I have too much pride), she has no business trying to step on my turf. In response to this, I decided to build the video game myself at night after work using my blueprint. I did not even discuss the issue with her since I knew it would lead to nothing getting done my way. The problem is that I am so exhausted now, I can keep on doing this going forward."

Using the case study above:

(i) Explain the conflict management style that John is currently using. **(3 Marks)**

(ii) Recommend to John the conflict management style that he should use in this scenario.

**(3 Marks)**

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(b) KETY Limited has been cited as an organization with high performance teams hence its consistent success over the years. With regard to this statement, explain **FOUR** characteristics of high-performance work teams. **(4 Marks)**

### QUESTION 2 (10 MARKS)

(a) Conflicts in the workplace may arise between groups because of a number of reasons. Explain any **FOUR** of these reasons. **(4 Marks)**

(b) The COVID 19 pandemic has seen many organizations shift to the usage of virtual technologies in their operations. Discuss **THREE** challenges that these organizations may have with their virtual teams. **(6 Marks)**

### QUESTION 3 (10 MARKS)

(a) Explain **FOUR** elements that make teams to function according to Katzenbach and Smith. **(4 Marks)**

(b) Describe the F.A.C.T.S. model of effective team leadership. **(6 Marks)**

### QUESTION 4 (10 MARKS)

(a) DEXT Limited has witnessed increased cases of conflicts in the recent past. Explain **TWO** types of conflicts that may be evident within the organization. **(4 Marks)**

(b) Describe the Kormanski and Mozenter stages of team development. **(6 Marks)**

### QUESTION 5 (10 MARKS)

(a) Explain **TWO** common barriers that are faced by high-performance work teams in an organization. **(4 Marks)**

(b) Discuss **THREE** ways that an organization can use to build the strengths of its team members. **(6 Marks)**

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### **QUESTION 6**

**(10 MARKS)**

- (a) Melvin is a team leader at AJEMBE Limited. Explain any **FOUR** qualities that he should possess for him to be classified as an effective team leader in the organization. **(4 Marks)**
- (b) Discuss **THREE** negative consequences of conflicts in an organization. **(6 Marks)**

**End of Exam**