



**THE UNIVERSITY OF THE WEST INDIES
FIVE ISLANDS CAMPUS**

Semester II

Examinations of APRIL/MAY 2023

Course Code: MGMT3061
Course Title: Team Building and Management
Date of Assessment: May 12, 2023
Time: 9:00 am
Duration: Two (2) Hours

INSTRUCTIONS TO CANDIDATES:

This paper has 4 pages and 7 questions.

YOU ARE REQUIRED TO ANSWER 2 QUESTIONS.

THIS ASSESSMENT IS WORTH 40 % OF YOUR FINAL GRADE.

ASSESSMENT DETAILS FROM INSTRUCTOR(S):

The paper is divided into 2 (TWO) sections. Section ONE consists of 1 (ONE) COMPULSORY question. ALL candidates should answer this question. Section TWO consists of (6) SIX questions. Answer 1 (ONE) question from this section.

SECTION ONE: ALL candidates are required to answer this question.

QUESTION 1

- a) Discuss the differences between the Great Man (Person) and Great Opportunity Theories of Leadership. **(5 Marks)**
- b) “Different times and occasions call for different leadership styles”. Discuss this statement in reference to any **2 (TWO)** leadership styles that have been covered in the course. **(10 Marks)**
- c) Using relevant examples, explain the leadership paradox. **(5 Marks)**

SECTION TWO. This section consists of 6 (SIX) questions. Candidates are required to choose 1 (ONE) question from this section.

QUESTION 2

- (a) Compare the tenets of the Prescriptive Approach to ANY other approach to problem solving (Descriptive, functional etc.) covered in the course. **(10 Marks)**
- (b) Discuss the effectiveness of any 2 (TWO) of the techniques that teams use to solve problems: Problem Analysis, Force Field Analysis, Action Plan or Criteria Matrix. **(10 Marks)**

QUESTION 3

- a) Using relevant examples critically assess the following types of evaluations: Individual evaluations, team evaluations and evaluation of the team. **(15 Marks)**
- b) Explain, using relevant examples, the difference between performance management and performance appraisal as a means of evaluation. **(5 Marks)**

QUESTION 4

- a) Using the Integrated Model of Teamwork, discuss the impact of organisational context, team design and team context on team performance. **(10 Marks)**
- b) Using relevant examples, discuss the concept of 'social loafing' in the context of team success. **(5 Marks)**
- c) Discuss the effectiveness of any (2) TWO ways of enhancing successful team performance. **(5 Marks)**

QUESTION 5

- a) Using relevant examples assess the advantages and disadvantages of convergent and divergent thinking in relation to creativity within teams. **(10 Marks)**

- b) Discuss the effectiveness of any **2 (TWO)** of the best practices that can be used to enhance team creativity: Cognitive Methods, Motivational Methods, Facilitator-led Methods or leader and organisational methods. **(10 Marks)**

QUESTION 6

- a) Discuss the Exit, Voice, Loyalty and Neglect (EVLN) components of the Investment Model of Conflict. **(10 Marks)**

- b) Discuss the rights-based, power-based and interest-based approaches to conflict management in team. **(10 Marks)**

QUESTION 7

- a) Discuss any **3 (THREE)** advantages and **3 (THREE)** disadvantages of interacting with a team via computer-mediated communication. **(10 Marks)**

- b) Evaluate the differences between virtual and traditional teams when considering issues such as: physical distance, technology support and time spent apart. **(10 Marks)**

END OF QUESTION PAPER