

VPM's
DR VN BRIMS, Thane
Programme: MMS (2021-23)
Second Semester Regular Examination October 2022

Course Name	Developing Teams & Effective Leadership	Course Code	C214
Roll No.		Marks	60
Total No. of Questions	6	Duration	3 Hours
Total No. of printed pages	3	Date	14.10.2022

Course Outcome Statements:

- CO1.** RECALL the Basic Concepts of Developing teams and Effective Leadership
- CO2.** DEMONSTRATE an understanding of the need and importance of Developing Teams and Effective Leadership by interpreting and stating the main ideas of Team building and Leadership skills.
- CO3.** APPLY acquired knowledge to develop and reinforce Team building/managing and Leadership skills.
- CO4.** EVALUATE various ideas required to provide better solutions to the challenges/conflicts faced by Teams and Leaders in business situations.
- CO5.** CREATE a Road map (Action plan with a time frame) to build & reinforce skills for a Leadership mindset.

Instructions: -		Marks	BL	CO
All Questions are Compulsory.				
Q. No.	Questions			
Q. 1	<p>Case study –</p> <p>Having done well as a staff accountant in the accounts payable section of a major industrial firm for several years since his graduation from college, Shekhar felt that he had learned much about the “ins” and “outs” of survival in an intensely bureaucratic organization. It is thus not surprising that he was relaxed and unconcerned about his circumstances at the company as he entered the employee lounge to attend the late-afternoon welcoming reception for his new supervisor. The new manager of accounts payable, Tina, had been transferred to Shekhar’s division from a similar position in another subsidiary of the company because of her proven talent for organizing and improving the efficiency of operations there. A no-nonsense type of manager, Tina was experienced and determined to perform her new assignment with the same vigour that had brought her so much success throughout her career.</p> <p>At the reception, Tina circulated through the room, introducing herself to her new subordinates and asking each of them if they had any suggestions that would help make the payables section a better place to work. When she approached Shekhar, he told her about something that had been on his mind lately: that people seemed to him to gain promotions and be given opportunities to work overtime based on who liked them, and not on the quality of their work. In reply, Tina politely stated that she would do everything that</p>			

		<p>she could to see that whatever it was he was referring to would have no place in the team she would lead.</p> <p>Upon his arrival at work the next day, Shekhar received a phone call from Tina’s secretary asking that he meet with his new boss later that morning. He had barely entered her office for the meeting when she looked him straight in the eye and said, “I will not tolerate individuals in this organization who are not good team players. Yesterday afternoon you led me to believe that there are people in this office who are not acting in the best interests of the company, and I want to know who. I want you to tell me the names of the managers you were referring to note, and keep me informed if you see anyone hurting this company, or I’ve got to think that maybe your part of the problems around here.” Stunned by both the tone and content of her statement, Shekhar quickly tried to think of a way to respond.</p> <p>Answer the following:</p>			
	a.	List and analyze possible options for Shekhar to respond to Tina’s statement regarding sharing of Manager’s name & keeping her informed about any such incident in future also.	6	Level 4	CO4
	b.	Evaluate the communication by Tina as a Team Leader and decide under this situation how you would have communicated as a Leader.	6	Level 5	CO5
Q. 2		Answer Any-one from the following.			
	a.	If a team of senior managers is being formed for the effective implementation of a major process modification. These experienced senior managers are experts in their own area and have excellent job knowledge but have never worked together as a team. Evaluate which three stages of Team development will be most critical for the success of this team and explain the reason for choosing these three stages.	6	Level 5	CO5
	b.	As a leader of a new start-up providing innovative software solutions to the Retail industry, evaluate Transactional and Transformational leadership influence and decide which one you would like to use as a leader and why?	6	Level 5	CO5
Q. 3		Answer Any-one from the following.			
	a.	Work from home has become a new norm for Software industries and most of their projects are being handled by Virtual teams. Analyze and list the major benefits of working as a Virtual team member in the software industry.	6	Level 4	CO4
	b.	Analyze and list your major activities which belong to the second and fourth quadrants of the Urgent-Important Time management matrix. Select two activities from the fourth quadrant, which you will like to eliminate or reduce.	6	Level 4	CO4
Q. 4		Answer Any two of the following.			

	a.	Apply your learning on stress management to suggest a few stress reduction activities for your friend suffering from severe stress due to rejections at Campus interviews.	6	Level 3	CO3
	b.	As a Coach of the Cricket team, apply the learnings from the 5 Dysfunctions of a team model to suggest a plan to improve the team effectiveness of your under-performing team.	6	Level 3	CO3
	c.	One of the Software Developer Company's vision statements is "Maximize our customers' ability to get their work done". Apply the learnings on the Vision statement to identify the shortcomings in this vision statement.	6	Level 3	CO3
Q. 5		Answer Any two of the following.			
	a.	Explain the six steps of the Decision-making process in brief.	6	Level 2	CO2
	b.	Explain Maslow's five-tier Hierarchy of Human motivational needs.	6	Level 2	CO2
	c.	Explain the six steps of the Design Thinking process and outline the difference between Divergent and Convergent thinking.	6	Level 2	CO2
Q. 6		Answer Any two of the following.			
	a.	What are the signs of a Leadership mindset? Explain any six with one example.	6	Level 1	CO1
	b.	What is Emotional intelligence? Explain the four competencies of Emotional Intelligence with examples.	6	Level 1	CO1
	c.	What are the tips for leading through influence? Write minimum of five differences between a Boss & a Leader	6	Level 1	CO1