

VPM's
DR VN BRIMS, Thane
Programme: MMS (2022-24)
Second Semester Regular Examination September 2023

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	15-09-2023

1. 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 main ideas of Team building and Leadership skills.

CO3: APPLY acquired knowledge to develop and reinforce Team building/managing and Leadership skills.

CO4: ANALYZE the use of different Team building models, Team managing and Leadership skills and traits of effective Leader in business environment

CO5: EVALUATE various ideas required to provide better solutions to the challenges/conflicts faced by Teams and Leaders in business situations.

Instructions: -	Marks	BL	CO
All Questions are Compulsory.			

Q. No.	Questions	Marks	BL	CO
Q. 1	<p>Case study –</p> <p>You just got hired at your first professional job in sales, and you are beyond ecstatic. You go to the office on your first day, ready to do an amazing job. You have set a goal to climb the corporate ladder and earn a promotion within your first six months. You've got this! A couple of hours into your first shift, you see your manager yelling at a fellow employee for misplacing a document. The manager is so furious she leaves the store for an hour and when she comes back, she heads straight to the employee's desk and says "Go home". Watching this, all of your confidence is broken. You're trying to focus on your work but are distracted by what is going on. Everyone around you has their head down. During your break you are sitting beside that same manager. She is on the phone with Human Resources telling them how she is going to fire the employee in question tomorrow. Watching all this on your first day makes a strong negative impression on you. You are afraid to ask any questions because you don't want to get in trouble. You do your best to avoid that manager. However, a few months later she pulls you aside and tells you that "although you are meeting the sales objective set by head office, I want you and everyone else here to hit a minimum of double that sales objective." She turns her back and walks away. This is an unreasonable request because head office calculates the objective keeping in mind the volume of customers coming</p>			

		<p>in. The only possible way for you to achieve this goal is to do as your co-workers do, which is to be very aggressive with every customer. This means pushing customers and using every negotiation strategy you know to ensure they buy the product you are selling. You know that this is the only way you can meet this target, and if you don't you are probably going to get fired in a very shameful and public way. You've seen it happen before. Being someone who is not necessarily pushy or forceful you don't feel comfortable doing this. So, you try making the sales without forcing or deceiving people. This doesn't work too well as it obviously isn't as effective as the hard-sell techniques used by your co-workers. As a result, your manager, on multiple occasions, tries to shame you into forcing those sales. You are feeling a lot of distress and you dread going to work every morning.</p> <p>Answer the following:</p>			
	a.	List and analyse possible options for you in the above workplace situation and which option you will choose and why.	6	Level 4	CO4
	b.	Evaluate the performance of your manager as an effective team leader and impact of her actions and behaviour on the team members.	6	Level 5	CO5
Q. 2		Answer Any one from the following.			
	a.	Determine the steps/actions you will take as a leader of a marketing team launching their new Dealers incentive scheme to promote culture of creativity and innovation in your organization.	6	Level 5	CO5
	b.	As a Team leader of a consulting company providing product enhancement solutions to the car manufacturing industry justify the use of creative thinking to achieve superior outcome during team brainstorming sessions.	6	Level 5	CO5
Q. 3		Answer Any one from the following.			
	a.	Compare the impact of playing cricket under captainship of M.S. Dhoni, having high Emotional intelligence vs. under captainship of Virat Kohli, having low Emotional intelligence on players efficiency and motivation.	6	Level 4	CO4
	b.	Discover and list the need of introducing a special course for developing leadership mind-set for MBA students and it's benefits.	6	Level 4	CO4
Q. 4		Answer Any two from the following.			
	a.	Apply your learning on stress management to suggest few stress reduction activities for your friend suffering from severe stress due to toxic workplace culture.	6	Level 3	CO3
	b.	As a team leader, develop a step-wise plan of actions/initiatives to improve the sales team efficiency and effectiveness of your under-performing sales team using 5 Dysfunctions of a team model.	6	Level 3	CO3
	c.	Apply the various stages of Team development model to develop and lead a new cross-functional members team in your organization.	6	Level 3	CO3

Q. 5		Answer Any two from the following.			
	a.	Explain the challenges of leading the virtual International Sales team members based at different countries.	6	Level 2	CO2
	b.	Explain the benefits of developing a highly motivated workforce for an organization.	6	Level 2	CO2
	c.	Explain how you will use Eisenhower's Urgent-important matrix for effective time management as a leader of an organization.	6	Level 2	CO2
Q. 6		Answer Any two from the following.			
	a.	What are benefits of having a visionary leader for any organization?	6	Level 1	CO1
	b.	What are the benefits of being Self-aware for a team Leader?	6	Level 1	CO1
	c.	What are the tips for leading through influence? Write minimum five differences between a Boss & a Leader	6	Level 1	CO1