



BRAINWARE UNIVERSITY

Term End Examination 2025-2026

Programme – MBA-2024

Course Name – Team Dynamics and Leadership

Course Code - MBA40204C

(Semester IV)

Full Marks : 60

Time : 2:30 Hours

[The figure in the margin indicates full marks. Candidates are required to give their answers in their own words as far as practicable.]

Group-A

(Multiple Choice Type Question)

1 x 15=15

1. Choose the correct alternative from the following :

- (i) Identify the concept that explains how individuals interact within a group to achieve goals.
 - a) Organizational culture
 - b) Group dynamics
 - c) Job design
 - d) Leadership style
- (ii) Recognize the OD intervention focused on improving interpersonal relations.
 - a) Job enrichment
 - b) Sensitivity training
 - c) Benchmarking
 - d) Job rotation
- (iii) Interpret why OD interventions are described as long-term efforts.
 - a) They focus only on profits
 - b) They require continuous improvement
 - c) They are legally mandated
 - d) They depend on technology
- (iv) Explain how task-process interventions improve efficiency.
 - a) By redesigning workflows
 - b) By changing leadership
 - c) By reducing manpower
 - d) By modifying compensation
- (v) Implement on-the-job training to improve skills most effectively through:
 - a) Lectures
 - b) Coaching at the workplace
 - c) Case discussions
 - d) Classroom seminars
- (vi) Demonstrate effective delivery methodology in HRD by selecting methods based on:
 - a) Trainer convenience
 - b) Learner needs and objectives
 - c) Budget constraints only
 - d) Organizational size
- (vii) Interpret the relevance of situational leadership theory.
 - a) One style fits all situations
 - b) Leadership style must adapt to follower readiness
 - c) Leaders are born
 - d) Structure determines leadership
- (viii) Explain the importance of negotiation skills for leaders.
 - a) To dominate discussions
 - b) To manage conflicts constructively

- c) To avoid decision-making d) To enforce compliance
- (ix) Differentiate transformational leadership from transactional leadership based on motivation.
- a) Rewards vs. vision-driven inspiration b) Authority vs. responsibility
c) Structure vs. flexibility d) Control vs. coordination
- (x) Assess which leadership attribute most strongly supports team effectiveness.
- a) Technical expertise b) Emotional intelligence
c) Formal authority d) Experience
- (xi) Explain why conflict is not always dysfunctional in teams.
- a) It eliminates competition b) It can stimulate creativity and problem solving
c) It reduces workload d) It avoids decision-making
- (xii) Classify T-group sensitivity training as an intervention focusing on:
- a) Technical skills b) Behavioral awareness
c) Task redesign d) Performance appraisal
- (xiii) Analyze why competitive behavior may harm long-term team effectiveness.
- a) It increases accountability b) It reduces trust and collaboration
c) It improves morale d) It speeds decisions
- (xiv) Differentiate encounter groups from T-groups in terms of intensity.
- a) Structured vs. unstructured b) Mild vs. emotionally intense
c) Task-focused vs. role-focused d) Formal vs. informal
- (xv) Evaluate the role of interpersonal trust in effective team decision-making.
- a) Minimal influence b) Secondary importance
c) Critical for open participation d) Relevant only for leaders

Group-B

(Short Answer Type Questions)

3 x 5=15

2. Define group dynamics. (3)
3. Describe the individual dimension of OD interventions. (3)
4. Illustrate how task-process interventions improve work effectiveness. (3)
5. Differentiate between competitive and collaborative behavior in teams. (3)
6. Evaluate the effectiveness of T-group sensitivity training in conflict management. (3)

OR

Justify the use of appreciative enquiry in developing collaboration within teams. (3)

Group-C

(Long Answer Type Questions)

5 x 6=30

7. Examine the dimensions of OD interventions: individual, group, and task-process. (5)
8. Explain the distinction between teams and work groups in organizational settings. (5)
9. Define Human Resource Development (HRD) and outline its scope and purpose. (5)
10. Analyze the role of motivation in leadership effectiveness. (5)
11. Analyze the role of leadership in managing team conflict during decision-making processes. (5)
12. Assess the contribution of appreciative inquiry to conflict management and team decision-making. (5)

OR

Critically evaluate the role of communication skills in developing collaboration within teams. (5)
