



PG – 720

**III Semester M.B.A. (Day and Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)**

MANAGEMENT

Paper – 3.5.2 : Team Dynamics at Work

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five of the following. Each question carries 5 marks. (5×5=25)

1. What are the benefits of team building ?
2. Explain the term sensitivity training.
3. Discuss the principles of employee engagement.
4. What are the different types of negotiation ?
5. Explain the determinants of team morale.
6. Discuss the team building strategies at the work place.
7. Discuss the causes of work stress.

SECTION – B

Answer any three of the following. Each question carries ten marks. (3×10=30)

8. What are the causes of group conflict ?
9. Discuss the types of culture in an organisation.
10. Explain the process of communication in an organisation.
11. Explain the levels of stress management in the organisation.

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SECTION – C

12. Compulsory (Case study) : (1×15=15)

Miller's Department Store, a once-thriving retail giant, faces declining sales and low employee morale. The rise of online shopping has impacted foot traffic, and a recent merger with a competitor has led to restructuring, job cuts and uncertainty. Sales associates feel undervalued and disconnected from their colleagues and the company's mission.

Management recognizes the need to revitalize the workforce and foster a more collaborative and customer-centric environment. Low morale among sales associates translates into poor customer service, further hindering sales.

Miller's implements a multi-faceted team-building initiative :

- 1) **Cross-Departmental Collaboration** : Instead of traditional departmental silos, Miller's creates cross-functional teams comprised of sales associates from different departments (clothing, electronics, etc.). These teams work together on projects like creating engaging in-store displays that showcase complementary products.
- 2) **Customer Service Training and Recognition** : Refreshed customer service training focuses on building customer relationships and exceeding expectations. Additionally, a new employee recognition program rewards associates who consistently receive positive customer feedback.
- 3) **"Millennial Mentorship"** : Recognizing the tech-savvy nature of younger employees, Miller's launches a "Millennial Mentorship" program. Younger associates share their online marketing and social media expertise with their more seasoned colleagues, fostering intergenerational collaboration.
- 4) **Team-Building Activities** : Regular team-building activities like escape rooms and volunteering opportunities aim to enhance communication, problem-solving skills and camaraderie among associates.

Questions :

- a) How do each of the implemented programs (cross-departmental collaboration, training, mentorship and activities) address the core issues of low morale and disconnectedness among employees ?
 - b) What relevant metrics can Miller's use to measure the effectiveness of their team-building efforts ?
 - c) What are potential challenges in sustaining these team-building efforts over time ?
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