



ZCAS University

SMS 2412 MANAGING TEAMS AND PEOPLE

MID SEMESTER EXAMINATION

OCTOBER, 2023

DATE: THURSDAY 19 OCTOBER

TIME: 12:30 HOURS TO 15:30 HOURS

TIME ALLOWED: THREE HOURS (plus 5 minutes to read through the paper)

INSTRUCTIONS:

1. Section A: this question is **compulsory** and must be attempted.
2. Sections B: Answer Three (3) questions from this section.
3. This question paper carries a total of **100 marks**.
4. Candidates must **not turn this page** until the invigilator tells them to do so.

SECTION A: Question 1 is compulsory and must be attempted

Question 1

In his entire working life, Mr. Trykoski has seen the Ups and Downs of Reo group of companies. During his Twenty (20) year work experience at the company, Mr. Trykoski has occupied different ranks up to the position of General Manager, (GM) a position he is currently occupying. In the recent past, Reo group of companies has faced serious competition from other rival companies in the same market.

During their end of year financial review meeting, it was revealed that the company had posted significant losses on its business. This became a source of concern for the Board members who tasked Mr. Trykoski to establish the reasons why the company's performance levels had gone down. The following week, Mr. Trykoski called for a general meeting where all the employees attended.

Mr. Trykoski asked members to express themselves without any fear of intimidation as to why they felt the company was no longer competing favourably against its other rivals. A lot of suggestions were put across and what stood out was the company's lack of a proper strategy in respect to team work and lack of supervision.

As an SMS 2412 Consultant, you have been tasked to develop a strategy dubbed 'The Winning Strategy' which will focus on re-branding the status of Reo Group of Companies proper compensation strategy to meet the expectations of the organization. In your report, you are expected to undertake the following requirements:

- i) Provide a brief explanation of the meaning of work culture (5 marks)
- ii) The benefits of employee team work and co-existence (10 marks)
- iii) Explain the role of leadership in managing teams and people (10 marks)
- iv) Tools and resources needed for the successful implementation of tasks (10 marks)
- v) Tips that may be essential in managing and sustaining teams in a project (5 marks)

(Total: 40 marks)

SECTION B: Attempt any THREE questions in this section

Question 2

The new Dawn Government has embarked on the construction of Capital Projects and this has seen the empowerment of local companies. However, some stakeholders have raised concern or fears that History might repeat itself in almost all the projects where contractors tend to have tendencies of abandoning projects. During a stakeholders meeting, a resolution was passed that,

all projects needed to be subjected to an independent committee, which would provide Monitoring and Evaluation at all in projects at all levels.

- i) Discuss in detail the importance of conducting Monitoring and Evaluation on such capital projects. **(10 marks)**
- ii) Explain the challenges, which capital projects may face if monitoring and evaluation is not conducted. **(10 marks)**

(Total 20 marks)

Question 3

According to Murphy (2012),” Concentrating can sometimes be a challenge, but steps can be taken to enhance your ability to concentrate. Maintaining attention allows us to construct our internal world in such a way that the thoughts, motivations, and emotions that are the most relevant to our goals will have priority in our brains.”

Discuss ways in which an employ can manage levels of concentration in order to achieve the organisational objects **(20 marks)**

Question 4

With the use of relevant examples, discuss the types of communication that are used during a project implementation program. **(20 marks)**

Question 5

Albert Einstein gets all the credit for discovering the theory of relativity, but the truth is that he relied on conversations with friends and colleagues to refine his concept. And that’s almost always the case. “Behind every genius is a team,” says Murphy. “When people play off each other’s skills and knowledge, they can create solutions that are practical and useful.”

- i) With the use of examples, demonstrate how team work will impact on organizational effectiveness for both the employee and the employer. **(14 marks)**
- ii) Discuss any **THREE** challenges Team members may face when working on an assignment or a project. **(6 marks)**

(Total 20 marks)

END OF EXAMINATION