



UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS  
Cambridge International Diploma in Management  
Professional Level

---

**MANAGING TEAMS**

**4247/01**

Optional Module

**Valid between 1 January 2010 and 30 June 2011**

---

**READ THESE INSTRUCTIONS FIRST**

You should read the assignment carefully.

It is important to complete the **Assignment Cover Sheet** when you have finished your work. You must complete the details and sign the declaration to confirm that the assignment is all your own work and your tutor must sign to verify that it is your own work.

The length of the assignment must be no more than 3000 words. Marks will be deducted from assignments that exceed the word limit.

---

This document consists of **3** printed pages.



## Managing Teams – Optional Module

### Title: Team Power

Before starting this assignment it is important to familiarise yourself with the module syllabus and the associated objectives and competence criteria so that your understanding and application of them will be a feature of your submitted report.

For this assignment you should work with your own organisation or one that is familiar to you. Describe the organisation, its purpose, products and/or services and the department or project you work for (or the department/project you have selected) and your involvement with it.

“In the latter part of the 1990s, organisations embraced the concept of team working, believing that individuals worked more effectively when part of a team. Team working is still considered by many people to be an essential feature of success.”

Briefly critique this statement, making use of academic literature and your own experiences.

Explain the different types of teams that might exist in organisations. Identify the types of teams that exist within your own organisation, including your own team. Explain how your team works with other teams and contributes to the objectives of the organisation.

Using research of best practice, identify the characteristics of effective teams and explain how these characteristics can be developed. Use a range of techniques to analyse your own team in relation to these characteristics.

Making use of academic research, explain how teams are formed and describe the stages of development they are likely to experience. Identify the implications for effectiveness that each stage may have and the behaviours that might be demonstrated at each stage. Using a range of techniques and with reference to established theories, analyse the stage that your own team is currently at and indicate if the team has been at other stages at different times.

Draw on your research findings and analyses to make conclusions about the health of your team, and its strengths and weaknesses. Share your findings with your team and obtain their ideas for improving the way the team operates. Work with your team to devise a team development plan. This should include development objectives, actions and timescales. Explain how you will monitor and evaluate the development plan.

Make use of academic literature to develop a list of key characteristics of an effective team leader. Identify different leadership styles and explain how these could be used in different situations. Devise a method of seeking reliable feedback from team members on your leadership skills in relation to the characteristics you have listed. Analyse the feedback and use this to draw conclusions about your own leadership characteristics, skills and style. Summarise your findings, indicating your strengths as a team leader and those areas that you could improve. Devise a development plan for yourself based on your findings.

Implement the team development plan and your own development plan over a suitable period of time. Keep records of the team development and your own development and meet with the team at appropriate times to share progress. After an agreed period of time, summarise the progress that has been made and re-assess yourself and the team.

Using the findings from all your work, write a summary report of the progress of the team and its current health. Indicate any further action that needs to take place for continuous team improvement.

You must include in your assignment report all documentation, notes and materials generated during each stage of the study.

You are not expected to include confidential information on your organisation, its personnel or performance.

In writing the report, you should adopt an appropriate business format and show how knowledge and understanding of managing teams have been applied in line with the module syllabus.

At the start of your assignment report, indicate the number of words used, which should not exceed the maximum permitted amount of 3000.

---

Permission to reproduce items where third-party owned material protected by copyright is included has been sought and cleared where possible. Every reasonable effort has been made by the publisher (UCLES) to trace copyright holders, but if any items requiring clearance have unwittingly been included, the publisher will be pleased to make amends at the earliest possible opportunity.

University of Cambridge International Examinations is part of the Cambridge Assessment Group. Cambridge Assessment is the brand name of University of Cambridge Local Examinations Syndicate (UCLES), which is itself a department of the University of Cambridge.