



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

MANAGING TEAMS

4247/01

Optional Module

Valid between 1 January 2008 and 31 December 2008

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: Improving the Way Teams Work

Your start point for undertaking this assignment is to familiarise yourself with the module syllabus, the associated assessment objectives and competence criteria so that your understanding and application of them will be a strong feature of your submitted report.

For this assignment you should work with your own organisation or with 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.

Describe the role that teams play in organisations generally and identify when and why team working is for the most part appropriate. Describe also situations when team working may not be the best approach.

Outline the staffing structure in your organisation and the role that teams play in meeting organisational/departmental objectives. With reference to the staffing structure, identify areas within your selected organisation where team working is not used and state why this is the case. Identify real or potential barriers to team building and effectiveness.

Describe and list the characteristics of an effective team leader, making appropriate reference to different leadership styles. Identify a team leader within your organisation whom you admire for their effectiveness and discuss your list with them. Summarise their comments, including any additional characteristics they might have identified. Now assess yourself against this range of characteristics. Seek structured feedback from your team members on how they believe you are performing as an effective team leader. Use your self-assessment, the feedback from your discussion and the team feedback to identify your strengths and weaknesses. Devise a cost effective and realistic development plan for yourself in order to build on your identified strengths and overcome the identified weaknesses. This should be within an appropriate period of time.

Using personal research and discussions with other appropriate people, devise a list of characteristics of effective teams.

Discuss these characteristics with your own team and, together, use these to analyse the team's effectiveness. Summarise your findings, highlighting associated strengths and weaknesses and the stage of team development this team is currently at.

Using the information that you have obtained, devise a SMART team development plan and share it with your team, noting any amendments they may make/suggest. Your plan must include relevant costs as well as techniques for monitoring and evaluating progress.

After a suitable period of time, review progress against your personal and team development plans, obtaining structured feedback from relevant people including the team members. Write a short report summarising how the team has developed, how effective it now is, how you have contributed to the results and how your leadership skills have improved.

Reflect on your work and write a short report to your manager or appropriate person, summarising how effective team working has contributed to the overall efficiency of the organisation. In your report include recommendations for changes or further changes that could be made based on your recent experience. Indicate how other teams in the organisation and the organisation as a whole might benefit from your experiences.

You must include in your assignment report all documentation, notes and materials generated from 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 3,000 for the main body of the report.

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