

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

MANAGING TEAMS

4247/01

Optional Module

Valid between 1 January 2006 and 31 December 2006

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.

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International Examinations

Managing Teams – Optional Module

Title: Developing a Team Approach to Success

Your start point for undertaking this assignment is to familiarise yourself with the syllabus for this module and the associated assessment objectives and competence criteria.

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).

In general terms, describe why team-working is important to organisations, including those situations where it is highly appropriate and those where it may not be suitable. Explain your understanding of the term “effective teams” and what can occur to affect this. Make a list of the characteristics that you believe make effective teams.

Apply what you have written to your chosen organisation by describing the role that teams play in meeting objectives, the staffing structure, the types of teams and how these are formed. Also indicate any areas in this organisation where team-working does not occur. Describe how the teams in this organisation communicate with other teams and why they need to do this.

Select no more than three teams, one of which should be your own, and evaluate their effectiveness against selected criteria. Comment on how effective the teams are in achieving their objectives. Summarise your findings, highlighting strengths and weaknesses.

Using your own team, state the key purpose and objectives and show how these contribute to the overall objectives of the organisation. Set and agree performance standards for the team, explaining how you arrived at these. Monitor performance and record your findings, summarising areas that need improvement.

Make a list of the characteristics of an effective team leader and assess yourself against these. Seek structured feedback from your team members on how they believe you are performing against these characteristics. Summarise your findings, identifying your strengths and weaknesses and create a personal development plan set against an appropriate time line, for example 6 months.

Using the information you have collected about yourself and your team, and drawing upon key learning from other teams, devise a development plan for your team. Your plan must include development activities and techniques for monitoring and evaluating progress, as well as related costs.

After a suitable period of time, review progress in line with your personal and team development plans, obtaining structured feedback from relevant people as part of this review. Write a short report summarising how you have built the team and established effective team working. You should describe your contribution to the results and show how you have applied effective leadership skills.

Reflect on your work and write a short report to your manager summarising how effective team-working contributes to the overall efficiency of the organisation. Suggest recommendations for changes that could be made to improve both team-working and effectiveness in the organisation overall.

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 total of 3000.

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