



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

MANAGING TEAMS

4247/01

Optional Module

Valid between 1 January 2007 and 31 December 2007

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: The Power of Team Working

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

Describe the role that teams play in organisations generally and identify when and why team working is appropriate. Describe 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 objectives. With reference to the staffing structure, identify areas within your organisation where team working is not used and state why this is the case.

Describe the different types of teams in your organisation and explain how these are formed and developed. Explain how the teams in your organisation communicate with each other.

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

Select at least one team in your organisation (preferably the team in which you work) and analyse its effectiveness against the characteristics that you have listed. Summarise your findings, highlighting associated strengths and weaknesses of the team.

Describe the characteristics of an effective team leader, including reference to different leadership styles. Assess yourself against these characteristics. Seek structured feedback from your team members on how they believe you are performing as an effective team leader. Use your self-assessment and the team feedback to identify your strengths and weaknesses. Devise a development plan for yourself in order to build on your identified strengths and overcome the identified weaknesses.

Using the information that you have obtained about the team and yourself, devise a team development plan. Your plan must include clear development objectives, activities, techniques for monitoring and evaluating progress and associated costs.

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

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. In your report include recommendations for changes that could be made based on your experience. Indicate how other teams in the organisation might benefit from your experience.

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.

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.