

CAMBRIDGE

INTERNATIONAL EXAMINATIONS

CAMBRIDGE MANAGEMENT AWARD

EXECUTIVE CERTIFICATE

MODULE ASSIGNMENT

MODULE TITLE: Managing Teams

MODULE NUMBER: 4174/B

Valid between 1 January 2002 and 31 December 2002

INSTRUCTIONS TO CANDIDATES

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 between 2000 and 3000 words.



UNIVERSITY *of* CAMBRIDGE
Local Examinations Syndicate

Executive Certificate Module 4174/B

Managing Teams – Core Module

Title: Building and Developing the Team

Overview:

This assignment asks you to consider and review certain attributes of members of your team. All information should only be used in your assignment with the written permission of the team member and must remain anonymous within the assignment.

Step 1.

Identify the work objectives for your team over the next year. From these, identify the skills and knowledge required from members of your team, including yourself, in order to complete these objectives.

Consider the strength of the team as a whole. Write a short report on where your team lies in the team development cycle and its strengths & weaknesses.

Step 2.

Using a selection of methods, including, for example, structured interview, self-assessed questionnaires and performance review, identify for each of the chosen team members – including yourself – at least the following, as far as you can:

- Preferred learning style
- Preferred team role
- Motivating factors
- Preferred working style
- Interpersonal strengths and areas for improvement.

You may identify further aspects of individual preferred behaviours and styles if you so wish. Please ensure that all outcomes and inferences are discussed with the individuals concerned.

Step 3.

Produce a summary on each individual, including yourself, which outlines:

- all the above information
- how it was obtained
- the results of discussions
- conclusions about preferred and/or effective working / learning styles.

Referring to the proposed work of the team, identify how you propose to allocate work to individuals and how you intend to monitor their performance and progress.

In your summary,

- show how you expect such attention to the individual needs of team members will maintain or improve the level of team performance as a whole.
- discuss how you might help Individuals overcome a shortfall in performance, skill or knowledge, and how you might maintain their levels of motivation if these start to slip.

Step 4.

Review this summary with the individuals concerned and ensure that any comments or changes requested by them are noted.

Using all the above information write a report on your team at this point in time, covering the following:

- the overall strengths and development areas of the team
- how you propose to lead the team to build on these strengths and make the required improvements
- your perceived future potential of the team, taking into account the team spirit, morale and motivation.

You must include in your assignment all documentation, notes and materials generated from each stage as shown above.

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