STAFFING
Examiner: Retha Wiesner
Moderator: Bruce Millett

RATIONALE
This unit is the second of a four credit point leadership specialisation series. Its emphasis is on teams and some of the issues that leaders face when dealing with teams. In today's turbulent business world teams are increasingly being used to increase productivity and efficiency. Their success is often dependent upon the leader's ability to establish, manage and lead teams. Some of the more contemporary issues that leaders face is developing high performance teams in an organisational and e-environment, dealing with team dynamics in an effective manner, dealing with diversity in teams and building business networks. This unit helps you to develop your competencies in these area so that you can be an effective team leader or so that you can effectively facilitate change to a team-based structure in your organisation. Students of the leadership specialisation will be expected to demonstrate an advanced level of skill in self and organisational analysis to complete the assignments. The units form an interconnected matrix to enable students to integrate their learning experiences. This building high-performance teams unit needs to be studied in conjunction with the units on Self-Leadership 55207, Organisational Analysis 55210 and Leadership Development 55209. Each unit in the specialisation assumes that leadership can provide a substantial response to the many challenges facing both individuals and organisations.

SYNOPSIS
This unit is designed to allow business leaders and managers to establish and manage teams in their organisations. The first topic 'teams explained' examines issues regarding the definition of teams in contrast to working groups, the role of perception in work teams, issues relating to group membership, why teams are used in organisations, what an effective team is; the different types of teams and the conditions that support the introduction of self managing work teams. The second topic on team competencies, focuses on defining teams and the environment conducive to team functioning. To related concepts; teamwork and
high performance teams are explored. The important role that perception could play in team functioning are examined as well as other aspects of group/team dynamics that have a profound impact on the functioning of teams. These include for example group norms, the goals of a team, the extent of cohesiveness of a team, the allocation of team roles, the extent of trust and expectations in a team and the extent to which a team leader effectively manage these issues in a team. The third topic on team leadership, aims to provide an overview of the theoretical views on leadership within a team context and discuss various issues in relation to team leadership. The stages of team development are explored as well as leadership functions and dimensions. Other topic areas include how to manage conflict in teams and problem solving and decision making in teams. The fourth topic is about managing the performance of teams. The team charter is a critical element in the establishment of a team and managing the performance of a team, therefore a discussion on the development and acceptance of the team charter is included in this module. The issue of compensating and rewarding team performance is a neglected aspect in many organisations using teams. This issue and some common approaches in enhancing team performance are explored in this module. The fifth topic 'Building Business Networks' assists students to analyse the business networks that they form on behalf of their company or team. These networks could exist between peers in the company, between teams in the company and other local suppliers or buyers or between individuals or teams locally and internationally. The focus will therefore be on networks spanning organisational boundaries.

**OBJECTIVES**

On successful completion of this unit students will be able to:

- understand how to establish, develop and maintain teams in an organisation
- understand how to manage virtual teams
- analyse how to manage team dynamics
- understand what issues are important in effective team leadership.
- understand how to manage conflict, problem solving and decision making in teams.
- understand how to manage team performance
- analyse the forming and maintaining business networks

**TOPICS**

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<th>Weighting (%)</th>
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<tr>
<td>1. Teams Explained</td>
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<td>2. Team Competencies</td>
<td>30.00</td>
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<tr>
<td>3. Team Leadership</td>
<td>30.00</td>
</tr>
<tr>
<td>4. Managing for Productivity and People</td>
<td>10.00</td>
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<tr>
<td>5. Building Business Networks</td>
<td>10.00</td>
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**TEXT and MATERIALS required to be PURCHASED or ACCESSED:**

Books can be ordered by fax or telephone. For costs and further details use the 'Book Search' facility at http://bookshop.usq.edu.au by entering the author or title of the text.

Both texts must be purchased.

STUDENT WORKLOAD REQUIREMENTS

<table>
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<tr>
<th>ACTIVITY</th>
<th>HOURS</th>
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<td>Private Study</td>
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ASSESSMENT DETAILS

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<th>Description</th>
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<td>(see note 1)</td>
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<td>ASSESSMENT 2</td>
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<td></td>
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NOTES:
1. Further details about the due dates are detailed in the assessment section of the Course Specifications.
2. Further details about the due dates are detailed in the assessment section of the Course Specifications.

OTHER REQUIREMENTS

1. To be assured of a passing grade in this unit students will be required to obtain at least 50% for each piece of assessment ie each assignment.
2. Final grades for the unit will be determined by the addition of the marks obtained in each assessment item, weighted as in the Assessment Details and by considering the students' level of achievement of the objectives of the unit. To be assured of a B grade students will be required to obtain an overall mark of 65%. To be assured of an A grade students will be required to obtain an overall mark of 75%. To be assured of an HD grade students will be required to obtain an overall mark of 85%.
3. Further information regarding assessment of the unit may be found in the Introductory Book.
4. The due date of an assignment is the date by which a student must despatch the assignment to the University, and is normally that defined in the relevant unit specification. The onus is on the student to provide, if requested, proof of date of despatch.
5. Students should organise their affairs to ensure that they meet due dates for all assignments. Extensions will be granted only under exceptional extenuating circumstances, normally involving a significant medical condition.
6. Students may apply for an assignment extension by personally contacting the Unit Leader at least two weeks before the due date. Such applications should be in writing and include supporting documentary evidence. Alternatively the contact
could be by phone or email but documentary evidence will still be expected. The authority for granting extensions rests with the relevant Unit Leader.

7 Students must retain a copy of all assignments which must be provided if/when required by the Unit Leader.

8 Unit weightings of topics should not be interpreted as applying to the number of marks allocated to questions testing those topics in the assignments.