SYNOPSIS

This course 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 course 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>Description</th>
<th>Weighting (%)</th>
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<tr>
<td>1. Teams Explained</td>
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<td>2. Team Competencies</td>
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<tr>
<td>3. Team Leadership</td>
<td>30.00</td>
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<tr>
<td>4. Managing for Productivity and People</td>
<td>10.00</td>
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<tr>
<td>5. Building Business Networks</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.


Welbourn, M 2001, Understanding teams, Pearson Education Australia, Frenchs Forest, New South Wales.

REFERENCE MATERIALS

Reference materials are materials that, if accessed by students, may improve their knowledge and understanding of the material in the course and enrich their learning experience.

Both texts must be purchased.
STUDENT WORKLOAD REQUIREMENTS

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<thead>
<tr>
<th>ACTIVITY</th>
<th>HOURS</th>
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<tr>
<td>Assessment</td>
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<tr>
<td>Directed Study</td>
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<td>Private Study</td>
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ASSESSMENT DETAILS

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<th>Description</th>
<th>Marks Out of</th>
<th>Wtg(%)</th>
<th>Required</th>
<th>Due Date</th>
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<td>11 Apr 2003</td>
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<td>ASSIGNMENT 2</td>
<td>50.00</td>
<td>50.00</td>
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<td>06 Jun 2003</td>
</tr>
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IMPORTANT ASSESSMENT INFORMATION

1. Attendance requirements:
   If you are an International student in Australia it is a requirement of your student visa that you attend all classes at your campus. For all other students there are no attendance requirements for this course. However, it is the students' responsibility to study all material provided to them or required to be accessed by them to maximise their chance of meeting the objectives of the course and to be informed of course-related activities and administration.

2. Requirements for students to complete each assessment item satisfactorily:
   To complete the assignments satisfactorily, students must obtain at least 50% of the marks available for the assignments in aggregate.

3. Penalties for late submission of required work:
   If students submit assignments after the due date without prior approval then a penalty of 20% of the total marks available for the assignment will apply for each working day late.

4. Requirements for student to be awarded a passing grade in the course:
   To be assured of receiving a passing grade a student must attempt all of the summative assessment items, achieve an aggregated mark of at least 50% in the total marks allocated for the assignments and at least 50% of the available weighted marks for the summative assessment items.

5. Method used to combine assessment results to attain final grade:
   The final grades for students will be assigned on the basis of the weighted aggregate of the marks (or grades) obtained for each of the summative assessment items in the course.

6. Examination information:
   There is no examination in this course.

7. Examination period when Deferred/Supplementary examinations will be held:
   Not applicable.

8. University Regulations:
Students should read USQ Regulations 5.1 Definitions, 5.6 Assessment, and 5.10 Academic Misconduct for further information and to avoid actions which might contravene University Regulations. These regulations can be found at the URL: http://www.usq.edu.au/SECARIAT/calendar/Part5/ or in the printed version of the current USQ Handbook. Students should also read The Guide to Policies and Procedures of the Faculty which can be found at the URL: http://www.usq.edu.au/handbook/2003/business/polproc/index.htm or in the printed version of the current USQ Handbook.

ASSESSMENT NOTES

1 Assignments: (i) The due date for an assignment is the date by which a student must despatch the assignment to the USQ. The onus is on the student to provide proof of the despatch date, if requested by the Examiner. (ii) Students must retain a copy of each item submitted for assessment. This must be produced within five days if required by the Examiner. (iii) The Examiner may grant an extension of the due date of an assignment in extenuating circumstances. Students may apply for an extension through the DEC before the due date or by including an application with the submitted assignment after the due date. Such applications should be in writing and include supporting documentary evidence. The authority for granting extensions rests with the relevant Examiner. (iv) The Examiner will normally only accept assessments that have been written, typed or printed on paper-based media. (v) Students who do not have regular access to postal services or who are otherwise disadvantaged by these regulations may be given special consideration. They should contact the Examiner to negotiate such special arrangements. (vi) In the event that a due date for an assignment falls on a local public holiday in their area, such as a Show holiday, the due date for the assignment will be the next day. Students are to note on the assignment cover the date of the public holiday for the Examiner's convenience.

2 Course Weightings: Course weightings of topics should not be interpreted as applying to the number of marks allocated to questions testing those topics in the assignments.