

**ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD**  
**(Department of Business Administration)**

**Course: Leadership and Team Management (8521)**  
**Level: MBA (2½ Years / 3½ Years)**

**Semester: Spring 2014**

**CHECKLIST**

This packet comprises the following material:

- 1) Text Book
- 2) Assignment No. 1 & 2
- 3) Course Outlines
- 4) Assignment Forms (2 sets)
- 5) Schedule for Submitting the Assignments

In this packet, if you find anything missing out of the above-mentioned material, please contact at the address given below: -

**The Mailing Officer**

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***Ms. Mobashira Alvi***  
Course Coordinator

**ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD**  
**(Department of Business Administration)**

**WARNING**

- 1. PLAGIARISM OR HIRING OF GHOST WRITER(S) FOR SOLVING THE ASSIGNMENT/S WILL DEBAR THE STUDENT FROM AWARD OF DEGREE/CERTIFICATE, IF FOUND AT ANY STAGE.**
- 2. SUBMITTING ASSIGNMENT/S BORROWED OR STOLEN FROM OTHER/S AS ONE'S OWN, WILL BE PENALIZED AS DEFINED IN "AIOU PLAGIARISM POLICY".**

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**GUIDELINES FOR ASSIGNMENT No. 1 & 2:**

You should look upon the assignments as a test of knowledge, management skills, and communication skills. When you write an assignment answer, you are indicating your knowledge to the teacher:

- Your level of understanding of the subject;
- How clearly you think?
- How well you can reflect on your knowledge & experience?
- How well you can use your knowledge in solving problems, explaining situations, and describing organizations and management?
- How professional you are, and how much care and attention you give to what you do?

To answer a question effectively, address the question directly, bring important related issues into the discussion, refer to sources, and indicate how principles from the course materials apply. You must also be able to identify important problems and implications arising from the answer.

For citing references, writing bibliographies, and formatting the assignment, APA format should be followed.

**ASSIGNMENT No. 1**

**(Units: 1–5)**

**Total Marks: 100**

**Pass Marks: 50**

***Note: Attempt all questions.***

- Q. 1 (a) Team size can affect overall team's performance, support this statement with examples. **(10)**
- (b) Discuss the concept of Leadership Teams in detail. **(10)**
- Q. 2 Transformational leadership style can lead to High Performing Teams. What are the basic requirements of High Performing Leadership Teams, analyze with examples. **(20)**

- Q. 3 Define Team Coaching. Why is this concept important for organizational success? Also highlight the soft dimensions of Team Coaching in detail. (20)
- Q. 4 Discuss the process of Team Coaching in detail. Also compare and contrast the roles of a Team Leader and Team Coach. (20)
- Q. 5 Discuss the five disciplines of systematic team coaching and explain the interconnection between all disciplines. (20)

## **ASSIGNMENT No. 2**

**Total Marks: 100**  
**Pass Marks: 50**

This assignment is a research-oriented activity. You are required to submit a term paper and present the same in the classroom prior to the final examination. Presentation component is compulsory for all students. You will have to participate in the activity fully and prepare a paper of about 15 to 20 pages on the topic allotted to you. The students are required to prepare two copies of Assignment No. 2. Submit one copy to your teacher for evaluation and the second copy for presentation in the classrooms in the presence of your resource persons and classmates, which will be held at the end of the semester prior to final examination.

### **Include the following main headings in your report:-**

- a) Introduction to the topic
- b) Important sub-topics
- c) Practical aspects with respect to the topic
- d) Review of theoretical and practical situations
- e) Merits, demerits, deficiencies or strengths of the organization with respect to your topic
- f) Conclusions and recommendations
- g) Annex, if any

You must use transparencies, charts or any other material for effective presentation. You are also required to select one of the following topics according to the last digit of your roll number. For example, if your roll number is D-3427185 then you will select topic No.5 (the last digit):-

### **List of Topics**

1. Leadership Teams
2. Team Coaching
3. Disciplines of Coaching
4. Team leader Dilemmas in Competitive Markets
5. Psychometric Instruments
6. Team Coaching Supervision Model
7. Effective Leadership/Coaching

8. Change Management and Teams
9. Leadership Styles

## **LEADERSHIP AND TEAM MANAGEMENT COURSE OUTLINE (8521)**

### **Unit No. 1 Leadership Teams**

- 1.1. Leadership Fundamentals
- 1.2. Teams Fundamentals
  - 1.2.1. Distinguishing Teams from Groups
  - 1.2.2. Team Life Cycle
  - 1.2.3. Team Dynamics
  - 1.2.4. Management Teams
  - 1.2.5. Effective Team Size
  - 1.2.6. Dysfunctional Teams
- 1.3. Concept of Leadership Teams

### **Unit No. 2 Requirements of High Performing Leadership Teams**

- 2.1. Change Management and Teams
- 2.2. Leadership Development and Coaching Industry
- 2.3. High Performing Team and Transformational Leadership Team
- 2.4. High Performing Transformational Leadership Teams
- 2.5. Successful Team Practices

### **Unit No. 3 Concepts of Team Coaching**

- 3.1. History of Team Coaching
- 3.2. Defining Team Coaching
- 3.3. Extended Team Coaching Continuum
- 3.4. Soft Dimension of Team Coaching

### **Unit No. 4 Team Coaching Process**

- 4.1. Role of a Team Coach
- 4.2. CID-CLEAR Relationship Process
- 4.3. CLEAR Way of Structuring Individual Event
- 4.4. Team Leader as Team Coach

### **Unit No. 5 Coaching Five Disciplines: Systemic Team Coaching**

- 5.1. Discipline 1: Commissioning and Re-Commissioning
- 5.2. Discipline 2: Clarifying
- 5.3. Discipline 3: Co-Creation
- 5.4. Discipline 4: Connecting
- 5.5. Discipline 5: Core Learning
- 5.6. Interconnection between Disciplines

### **Unit No. 6 Team Coaching**

- 6.1. Types of Teams
- 6.2. Board Coaching
- 6.3. Discipline 1 & 2: Clarifying Role of Board
- 6.4. Discipline 3: Dynamics of Board
- 6.5. Discipline 4: Coaching Board on How it Connects
- 6.6. Discipline 5: Coaching Board on How it Learns and Develops

**Unit No. 7      Effective Team Coach/Leader**

- 7.1. Finding, Selecting and Working Effectively with a Quality Team Coach
- 7.2. Developing a Team Coach
- 7.3. Role of a Good Team Coach/Leader
- 7.4. Team Coach Dilemmas

**Unit No. 8      Supervising Team Coaching**

- 8.1. Supervision Concept
- 8.2. Different Contexts for Supervising Team Coaching
- 8.3. Six-Step Supervision Process
- 8.4. Six-Step Team Coaching Supervision Model

**Unit No. 9      Team Coaching Methods, Tools and Techniques**

- 9.1. Team Coaching Tools and Methods
- 9.2. Psychometric Instruments
- 9.3. Team Appraisal Questionnaires and Instruments
- 9.4. Experiential Methods for Exploring Team Dynamics and Functioning

**Recommended Books:**

Hawkins P. (2011). *Leadership Team Coaching: Developing Collective Transformational Leadership*. London, U.K.: Kogan Page

Northouse G. P. (2010). *Leadership Theory and Practice* (5<sup>th</sup> ed.). California, U.S.A.: Sage Publications, Inc.

Mullins C., & Constable G. (2007). *Leadership and Team Building in Primary Care*. Oxon, U.K.: Radcliffe Publishing.

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