

- 1.** Give short answers to the following questions: (15)
- i. What is the difference between a group and a team?
  - ii. What is meant by the term “Team Management”?
  - iii. Describe the role of a team manager.
  - iv. What are the five stages of team development according to Bruce Tuckman?
  - v. Outline the factors contributing to the successful development and performance of a team.
  - vi. Explain the nature and importance of teamwork for an organisation.
- 2.** “A good environment within the team can help the team members to achieve their set goals.” Discuss 7
- Case Study** 8

Byron is a bakery manager and manages a team of 17 in a in a superstore bakery. One of the key challenges of Byron’s job is to ensure that his team produces the right products to meet demand at key times. His usual management approach is to allow the team to take responsibility for achieving the desired result. In this way, the team not only buys into the activity but also develops new skills. For example, when the bakery expanded its product range and Byron needed to ensure that all the products would be on the shelves by 8.00 am, rather than enforce a solution he turned to the team for ideas. The team solved the problem by agreeing to split break times so that productivity could be maintained. Byron’s approach produced a positive outcome and increased team motivation.

The superstore’s leadership framework sets out not only the skills and competencies but also the personal characteristics and behaviours it expects of its leaders. The store looks for managers who are positive, confident and genuine, with the capacity to inspire and encourage their teams. A key part of stores’ programme for building leaders is to encourage self-review and reflection. This allows staff to assess their strengths and find ways of demonstrating the characteristics that are vital to the long-term development of the business.

### ASSESSMENT # 8

Total Marks: 30

- i. Is Byron's team motivated? If so, what approach did he use to maintain their motivation?
- ii. Is Byron a successful team leader in your view? If so, which types of special leadership qualities does he possess? And how do these qualities help him?