



International Diploma Program

on

Leadership & Team Management

A Program which provides the skills, knowledge and understanding needed for successful leadership, teamwork and team building.



This Program will equip men and women who are, or intend to become, supervisors, managers, professionals or executives, with the knowledge to provide effective leadership and to effectively build and manage teams. The ability to work as part of a team, and demonstrate leadership skills is vital for business and career success; this Program covers these important aspects of organisational life, as well as motivation, team behaviour, team roles, development and culture, and the use and influence of power in organisations. The Program will help current and future managers and leaders to understand the changes in their leadership role as they rise in seniority, and to understand both practical and theoretical leadership.

Course Outline

Module 1 - The Human Resource

- Human, financial and material resources, the term 'human resource', organizations
- Management as an activity, what management involves, levels of management
- Types of work, employers and employees, rates of pay, employment benefits, working conditions
- Industrial, trading, distribution, service-providing and multi-activity organizations, products

Module 2 - Planning and Organising Work

- Why employers need employees, encouraging employees to work well and willingly
- Training of employees, organising work to be performed, the work environment, health and safety
- The work team or workgroup, team goals, the supervisor, the manager, leadership
- Planning, routes to objectives, activity planning, adaptable planning, forecasting, coordination

Module 3 - Supervision and Control of Workgroups

- Motivation, its importance, goals, expectations, job satisfaction, a good work climate
- Motivating individuals and the group, motivation by the supervisor, actions and approaches
- Building good work relationships, approachability, handling subordinates' mistakes, developing commitment
- Control, standards, records of performance, spans of control

Module 4 - Responsibilities of Management

- Responsibility and rewards, seniority and greater responsibility, the meaning of authority and accountability
- Responsibilities towards the employing organization, customer-satisfaction, security, protection of assets
- Responsibilities towards subordinates, fair treatment, responsibilities towards the community, companies, shareholders, board of directors, managing director, executive and non-executive directors

Module 5 - Delegation of Responsibility

- The meaning of delegation, authority and answerability, the need for delegation, benefits of delegation
- Stages in delegation, what can be delegated, the right people, promotion, recruitment, control
- Delegating correctly, training, allocating work and responsibility, mistakes to avoid, monitoring performance
- Decision-making by managers, by supervisors and by subordinates, implementing decisions, using initiative

Module 6 - Workgroup and Team Building

- How businesses expand, development of workgroups, sections, departments, division of labour, specialisation
- Workgroups, differences between workgroups and teams, meaning of teamwork, team leadership
- Stages in group or team formation, ensuring group or team cohesiveness
- Group and team norms, team values, integrity, respect, empathy, codes of conduct, attitudes

Module 7 - Leadership Styles

- Task-oriented (TO) and relationship-oriented (RO) leadership, the right balance, technical and people skills
- Conflict, causes and conflict resolution techniques,
- Leadership styles, situational leadership, leadership style and focus on team development
- Dr Tuckman's model of the team life-cycle, implications and consequences, practical application

Module 8 - Different Types of Teams

- Project teams, functional teams, matrix teams, contract teams, operational teams, self-managed teams
- Roles in teams, technical and functional, allocating roles to team members, positive and negative behaviours
- Decision-making within teams, group decision-making models, trust in teams, strategies for building trust
- Virtual teams, time and spatial boundaries, virtual team sociology, virtual team management and leadership

Module 9 - Team-Role Theory

- Specialisation of roles and functions, team, operational and strategic leadership, empowered workforces
- The Belbin Team Roles theory, action oriented, people oriented and thought oriented roles, the best mix
- Action-centered leadership, achieving the goal, building the team, developing the individuals
- Adair's 8 leadership functions, practical applications, responsibility and accountability

Module 10 - Theories About Motivation

- Need-based theories of motivation, Maslow's Hierarchy of Human Needs, McClelland's Acquired-Needs Theory
- Herzberg's Motivation-Hygiene Theory, typical job motivators, factors of dissatisfaction
- Process-based theories of motivation, Equity Theory, Expectancy Theory, effort and rewards, perception
- Reinforcement Theory, positive and negative behaviour, positive and negative reinforcement

Module 11 - Communication in the Workplace and Communication Skills

- The need for communication in the workplace, spoken, written and visual, signals and body language
- Encouraging two-way communication, the purpose of communication, communication and motivation, benefits Lines of communication, effective communication by team leaders
- Vertical and horizontal communication, improving communication skills, overcoming barriers to communication

Module 12 - Coaching, Training and Development of Team Members

- Planning a good induction program, introductions to existing members, probationary periods, job induction
- Coaching, training, employee development, forms of coaching, methods of training, health and safety training
- Disciplinary action, steps when necessary, reducing incidences, counselling, joint problem solving
- Preventing bullying and harassment, workplace stress, job design, redesign, rotation, enlargement