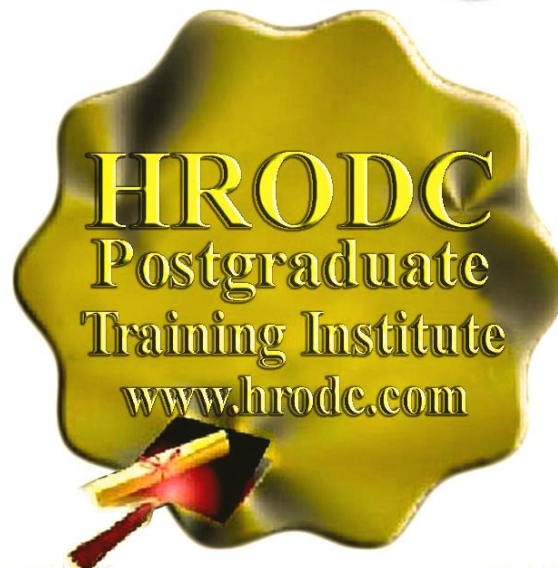


HRODC Training Institute



Course # 50

On-Line Postgraduate Programme

Team Dynamics: Team Leadership

Course or Seminar

Leading To

DIPLOMA - POSTGRADUATE IN

Team Dynamics: Team Leadership

Progressing To a Masters Degree

MBA – MSc – MA

HRODC Postgraduate Training Institute - UKRLP Registration

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Prof. Dr. R. B. Crawford - Director HRODC Postgraduate Training Institute

PhD (London), MEd.M. (Bath), Adv. Dip. Ed. (Bristol), PGCIS (TVU), ITC (UWI), MAAM, MAOM, LESAN, MISGS. Visiting Prof. P.U.P.

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COURSE CO-ORDINATOR:

Prof. Dr. R. B. Crawford

- PhD (London),
- MEd. M. (Bath),
- Adv. Dip. Ed. (Bristol),
- PGCIS (TVU),
- ITC (UWI),
- Member of the Asian Academy of Management - MAAM,
- Member of the International Society of Gesture Studies - MISGS
- Member of the Academy of Management - MAOM,
- LESAN,
- MSCOS
- Visiting Professor Polytechnic University of the Philippines - PUP

Typical Course Duration: 6 Months

COST:

- **£2,010.00** + V.A.T. For UK Students
- **£2,278.00** + V.A.T. Non-UK Students

Course Cost includes:

- Course Guide and Supplement,
- Course Material
- On-line Support
- Available Learning Resources
- Assessment over 6 month's period
- Reassessment over 6 month's period
- HRODC Diploma – Postgraduate
- Dissertation cost includes Reexamination and Revision over a 3-year period from 1st Registration.

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Course Objectives

By the end to this presentation and its related activities, you will be able to:

1. Distinguish between groups and mere aggregations
2. Suggest the difference in interpretation of groups and teams
3. Demonstrate your understanding of the social and psychological relevance of the stages of formation of a group
4. Distinguish between task forces, committees, command groups and boards
5. Apply group dynamics to organisational settings
6. Suggest ways of improving group morale, while enhancing their effectiveness
7. Demonstrate a heightened understanding of the type and permanence of the leadership of a team
8. Explain the occasions in which a situational leader is likely to emerge
9. Demonstrate a high level of understanding of a team attempts to replace a situational leader, to enhance stability, acceptability or renewed or clarified mission or objectives
10. Determine why a temporary team is likely to be more problematic to lead than a permanent team
11. Explain why a team's disbandment might have a negative psychological effect on members and the team leader
12. Explain the bases for the feeling of 'Togetherness' or 'Awareness' IN An Aggregation
13. **Demonstrate their understanding of the theoretical and practice bases of Team Dynamics**
14. Explain the Team Typological Bases
15. Distinguish between command teams, boards, committees and task forces
16. Provide examples of command teams, highlighting the situations in which a leader might belong to two Command Teams
17. Distinguish between Temporary Committees and Standing Committees
18. Order the team formation stages, explaining the psychological issues that beset them and relate them to organisational functioning
19. Demonstrate their ability to deal with the psychological effect of disbandment
20. **Detect Dysfunctional Behaviours**
21. Address the salient issues associated with Dysfunctional Behaviours
22. Provide an individually synthesized proposal for dealing with aggressiveness
23. Indicate how they would handle blocking, effectively
24. Propose an effective way of dealing with interfering behaviour
25. Demonstrate the effectiveness of the strategy that they have devised for dealing with intra-team competition

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26. Evaluate the effectiveness of their strategy for addressing situations where team members seek sympathy
27. Propose an effective remedy to 'member withdrawal'
28. Put forward a satisfactory way of addressing 'special pleading'
29. Demonstrate an effective 'leader behaviour' when dealing with dysfunctional behaviours
30. Exhibit tact in discouraging team member distracting behaviours
31. Provide examples of how a leader should encourage desirable behaviours in a team
32. Indicate the range of tangible rewards that might be utilized in a team
33. Propose suitable intangible rewards that might be applied to a team situation
34. Apply appropriate rewards and, or, punishment that are applied to a given team situation – thereby promoting team 'functionality'
35. Demonstrate an awareness of their 'Team Building and Maintenance Roles' that will improve team effectiveness
36. Indicate the steps that they will take to harmonizing their teams
37. Establish a basis for standard setting in their teams
38. Demonstrate their understanding of the importance of Gatekeeping in team formal settings
39. Determine the optimum team size for effective functioning
40. Demonstrate their ability to manage conflict effectively, incorporating the occasions when it should be encouraged
41. Outline the steps that they will take to avert groupthink and promote team think
42. Demonstrate their understanding of the 'risky shift syndrome', outlining the steps that they will take to avert them
43. Demonstrate their ability to employ transactional analysis in a team context
44. Internalize the dysfunctional effect of 'resonance' in a team context
45. Suggest how they might employ an effective diversity management that discourages resonance
46. Demonstrate their grasp of the fundamentals of performance management
47. Illustrate how they might resolve interpersonal problems among team members.
48. Indicate how they will help team members to channel their energies into task performance, establishing realistic goals
49. Develop effective communication strategies that might be applied to team settings, minimizing technical language
50. Clarify roles in team settings
51. Provide a basis for team standard setting - establishing standards and evaluating progress

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52. Illustrate how they will determine the contribution of each team member to team goal accomplishment
53. Recognize and acknowledge performance improvement in teams
54. Indicate how they will reward exceptional performance in their teams
55. Indicate how they will establishing key competencies in teams
56. Suggest how to establish acceptable performance levels in teams, noting performance indicators
57. Propose standards of measuring competence in teams
58. Suggest how to determine which individual members of a team can improve their performance – and subsequently, their contribution to the team as a way of harnessing team synergy
59. Illustrate how they will enhance the issue of ‘gatekeeping’ to ensure that team members, in general, participate in team meetings, extending support to the weak, ensuring that introverted team members are not intimidated or ‘crushed’ by the extroverted
60. Recognise the ineloquent team members
61. Without relevant current
62. Information, who might, nevertheless, be able to perform evaluative role
63. Resonance as an issue in team effectiveness
64. Indicate how they will recognise resonance in their teams, outline the steps that they will take to avert or reduce its occurrence, outlining how they will ‘cautioning’ resonators
65. Suggest ways to counteract the effect of the informal hierarchy - in teams other than command teams
66. Demonstrate their appreciation of the fact that workers belong to different classes, in society
67. Demonstrate an understanding of the notion that societal socio-economic hierarchy might be informally represented in teams
68. Provide an indication of their awareness of the fact that team members’ class consciousness might relate to the positions that they occupy in the organisation or society
69. Exhibit a knowledge of the intimidating effect that class might have on team members, and, hence,
70. The leader’s responsibility to ensure that this informal hierarchy is dispensed with in the promotion of a ‘classless team’
71. Describe the effort that they will make to enhance the ‘critical faculty’ of their team
72. Demonstrate their awareness of the value of team cohesiveness and team solidarity, and the dangers of over-cohesiveness.

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Course Contents, Concepts and Issues

1. **Groups and Aggregations: Points of Distinction**
2. The type and permanence of the leadership of a team
3. When does a situational leader emerge
4. How does the team attempts to replace a situational leader, enhance stability, acceptability or renewed or clarified mission or objectives?
5. Why does a temporary team more problematic to lead than a permanent team?
6. Why does team disbandment have a negative psychological effect on members and leader?
7. An Aggregation - 'Togetherness' or 'Awareness'?
8. Aggregation and Interaction
9. **Team or Group: A Definition and Distinction**
10. Team Dynamics
11. Team Typologies
12. Team Typological Bases
13. Command Team
14. Committees
15. Temporary Committees
16. Standing Committees
17. Task Forces;
18. Boards.

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On-line Postgraduate Application, Admission and Enrolment Procedure

On-line Postgraduate Enrolment can be done at any time convenient to the student

1. Continuous Registration for Postgraduate Diploma and Masters Degree – MA, MSc, MBA, Executive MBA

Prospective students might register for a Full Postgraduate Diploma or Masters Degree, in the first instance. This will represent a continuous registration, incorporating the different courses, and, or, modules. The duration of a Postgraduate Diploma or Postgraduate Diploma component of a Masters Degree is typically two years but is longer for programmes such as Executive MBA. The procedure outlined below is more appropriate for those studying individual courses.

2. Online Application Requirement:

Please send the following documents:

- ✚ Completed Postgraduate Application Form, including a passport sized picture of the applicant
- ✚ Copy of Issue and photo page of your current passport or copy of your National Identity Card, if it has your photograph incorporated.
- ✚ Two recent References, at least one of which should be academic – from your University or College

3. What Happens Next?

- ✚ On receipt of all the above documents we will make an assessment of your suitability for the Programme.
- ✚ If you are accepted on the Programme, you will be notified accordingly and sent an Admission and Enrolment Confirmation Letter and Invoice.
- ✚ One week after the receipt of your payment or official notification of your payment, your course tutor will contact you, by e-mail or telephone, welcoming you to the Programme and officially commencing your study.
- ✚ The six months countdown begins with the initial Tutor Contact.

4. Subsequent Course Registration

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Once you have registered for one course, subsequent course registration is straightforward

- ✚ When you have notified us, by e-mail, of your intention to register for another course, we will send you your Admission and Enrolment Confirmation Letter and Invoice.
- ✚ One week after the receipt of your payment or official notification of your payment, your course tutor will contact you, by e-mail or telephone, welcoming you to the Programme and officially commencing your study.
- ✚ The six months countdown begins with the initial Tutor Contact.

5. Registering for the Masters Degree

- ✚ When you have successfully completed the requirement for the Postgraduate Diploma, you will receive the Award
- ✚ If you intend to proceed to the Masters degree, you need to register for course #7, Research Project: Design, Conduct & Report
- ✚ Close to the completion of this compulsory course, you may register for the Masters Degree
- ✚ Your Masters Degree registration will incorporate a Synopsis or Research Proposal. The groundwork for this would have been addressed by course #7.
- ✚ We will then send you your Admission and Enrolment Confirmation Letter and Invoice.
- ✚ You will be assigned a Dissertation Supervisor and a Dissertation Mentor
- ✚ Your Dissertation Supervisor will have the main responsibility for your work
- ✚ Your Dissertation Mentor will have casual contact with you and resolve any problems that you might be experiencing with your supervision that your Dissertation Supervisor cannot address or that you do not wish to bring to his or her attention
- ✚ One week after the receipt of your payment or official notification of your payment, your Dissertation Supervisor will contact you, by e-mail or telephone, welcoming you to the Programme and officially commencing your study.
- ✚ The two year countdown begins with the initial Supervisor Contact.

General Regulation For HRODC Postgraduate Degrees – MBA, MA, MSc Programmes

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Summary of the Regulation For HRODC Postgraduate Degrees – MBA, MA, MSc Programmes

Students who have successfully completed the HRODC General Postgraduate Diploma, HRODC Specialist Postgraduate Diploma and HRODC Cumulative Postgraduate Diploma may proceed to register for the Postgraduate Degree (MBA, MA, MSc). HRODC Cumulative Postgraduate Diploma relates to a Diploma that is granted through the addition of courses taken at intervals over a 6-year period. This type of Postgraduate Diploma might include both General and Specialist groupings. The requirement incorporates the ‘180-Hour Rule’, wherein a delegate should accumulate at least 180 study-hours, in order to qualify for a Postgraduate Diploma.

After the Postgraduate Diploma Stage, students might register for a Masters Degree (MA, MBA, MSc – as appropriate). They will then be required to study a research module – Course #7 and present an externally assessed Dissertation of 15,000 to 20,000 words. They will receive supervision from 2 research tutors and will submit to an Oral Examination of their Thesis.

HRODC Postgraduate Diploma and Diploma – Postgraduate.

HRODC Postgraduate Diploma and Diploma - Postgraduate: Distinction and Award

The successful completion of four on-line Postgraduate Courses will lead to the award of HRODC Training Institute’s Postgraduate Diploma. Each six month’s course, which is successfully completed, will lead to the Institute’s Diploma - Postgraduate. The term ‘Diploma – Postgraduate’ indicates that the course is postgraduate and counts towards a full Postgraduate Diploma

Individual Modules and Blocks of HRODC Postgraduate Diploma can be studied over a 6-year period. All modules or Blocks, in the case of the Postgraduate Diploma in Executive Management, must have been studied, with Students gaining 50% and above in at least 70% of the modules or blocks. To achieve the attainment level required for the Award of HRODC Postgraduate Diploma in Communication and

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Information Management, students should achieve a minimum of 50% pass in at least 70% of the modules. Module one will be treated as a double-unit and assessed in 2-parts, while module 3 will be regarded as 4 units, assessed in 4 distinct parts. There are, therefore 10 units, for assessment purpose, requiring at least a pass in 7 units, at 50% or higher. The assessment will be facilitated by the issuance of bound copies of course guides and course supplement (possibly combined), at the beginning of the training.

Students who fail to achieve the requirement for HRODC Postgraduate Diploma, or Diploma - Postgraduate - will be given support for 2 re-submissions. Those students who fail to achieve the requirement for the Postgraduate Diploma or Diploma - Postgraduate - on 2 resubmissions, or those who elect not to receive them, will be awarded the Certificate of Participation.

Title Examples of HRODC Postgraduate Diploma and HRODC Diploma - Postgraduate

HRODC Postgraduate Diploma Course or Seminar Titles include: *HRODC Postgraduate Diploma in Human Resource Management; HRODC Postgraduate Diploma in Comprehensive Human Resource Management; HRODC Postgraduate Diploma in Executive Management; HRODC Postgraduate Diploma in Comprehensive Real Estate Management; HRODC Postgraduate Diploma in Women in Management; HRODC postgraduate Diploma in Comprehensive Project Management; HRODC Postgraduate Diploma in Communication and Information Management.*

HRODC Diploma – Postgraduate - Course or Seminar Titles include: *HRODC Diploma - Postgraduate - in Financial Risk Management; HRODC Diploma - Postgraduate - in Judging Economic and Financial Crimes; HRODC Diploma - Postgraduate - in UK Legal System: Court Organisation and Management; HRODC Diploma - Postgraduate - in Organisational Change Management; HRODC Diploma - Postgraduate - in Client Or Customer Care; Leading to HRODC Diploma -*

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PhD (London), MEd.M. (Bath), Adv. Dip. Ed. (Bristol), PGCIS (TVU), ITC (UWI), MAAM, MAOM, LESAN, MISGS. Visiting Prof. P.U.P.

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Postgraduate - in Trainer Training: Training for Trainers; HRODC Diploma - Postgraduate - in Worker Motivation; HRODC Diploma - Postgraduate - in Employee Resourcing: Recruitment and Selection; HRODC Diploma - Postgraduate - in Diversity Management; HRODC Diploma - Postgraduate - in Research Project Management; HRODC Diploma - Postgraduate - in Anti-Dumping and Anti-Subsidy; HRODC Diploma - Postgraduate - in Internal Audit; HRODC Diploma - Postgraduate - in Fundamentals of Automotive Industry; HRODC Diploma - Postgraduate - in Advanced Project Management; HRODC Diploma - Postgraduate - in Productivity Improvement; HRODC Diploma - Postgraduate - in Introduction to Real Estate Management; HRODC Diploma - Postgraduate - in Conveyancing and Property Valuation; HRODC Diploma - Postgraduate - in UK Employment Law; HRODC Diploma - Postgraduate - in UK Consumer Law; HRODC Diploma - Postgraduate - in ISO 9000 Quality Systems; HRODC Diploma - Postgraduate - in Modern Quality Systems; HRODC Diploma - Postgraduate - in Modern Quality Systems and ISO 9000; HRODC Diploma - Postgraduate - in Personnel and Occupational Testing; HRODC Diploma - Postgraduate - in Personnel and Occupational Test Questionnaire Design and Results Analysis; HRODC Diploma - Postgraduate - in Information, Risk and Security Management; HRODC Diploma - Postgraduate - in Executive Leadership and High Performance Team Management; HRODC Diploma - Postgraduate - in Organisational Design: Structuring and Restructuring Organisations; HRODC Diploma - Postgraduate - in Investment Projects in Industrial Sector; HRODC Diploma - Postgraduate - in Industrial Investment Performance Evaluation; HRODC Diploma - Postgraduate - in Strategic Management and Project Management; HRODC Diploma - Postgraduate - in Fundamentals in Oil and Gas Accounting; HRODC Diploma - Postgraduate - in Advanced Financial Accounting; HRODC Diploma - Postgraduate - in Advanced Cost Management; HRODC Diploma - Postgraduate - in Assessing Parenting Capability and Children's Need; and Recording & Report Writing For Social Service; HRODC Diploma - Postgraduate - in Strategic Management and Strategic Cost Management; HRODC Diploma - Postgraduate - in Strategic Management

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Accounting; HRODC Postgraduate Diploma - Postgraduate - in Advanced Budgeting; HRODC Diploma in Fundamentals of Air Cargo.

HRODC Postgraduate Diploma Typology

HRODC would like to initiate and maintain a typology that will distinguish between its 3 main categories of Postgraduate Diploma:

1. HRODC General Postgraduate Diploma
2. HRODC Specialist Postgraduate Diploma
3. HRODC Cumulative Postgraduate Diploma

HRODC General Postgraduate Diploma refers to the Postgraduate Diploma, which consists of generic courses, taken within a three-year period. HRODC Specialist Postgraduate Diploma must be construed to mean a Postgraduate Diploma that consists of related courses. These include: *HRODC Postgraduate Diploma in Human Resource Management; HRODC Postgraduate Diploma in Comprehensive Human Resource Management; HRODC Postgraduate Diploma in Executive Management; HRODC Postgraduate Diploma in Comprehensive Real Estate Management; HRODC Postgraduate Diploma in Women in Management; HRODC Postgraduate Diploma in Comprehensive Project Management; HRODC Postgraduate Diploma in Communication and Information Management.*

HRODC Cumulative Postgraduate Diploma relates to a Diploma that is granted through the addition of courses taken at intervals over a 6-year period. This type of Postgraduate Diploma might include both General and Specialist groupings. The requirement incorporates the '180-HourRule', wherein a delegate should accumulate at least 180 study-hours, in order to qualify for a Postgraduate Diploma.

HRODC's Quality Assurance

The 50% minimum attainment requirement for the HRODC Postgraduate Diploma and HRODC Diploma - Postgraduate - is an attestation to our concern for quality and exceptional performance. This 'standard' is in line with most British Universities, some having recently moved away from their traditional 40% attainment requirement.

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One of the several ways in which HRODC assures academic and professional quality is to ensure that most of its consultants hold a PHD in their areas of specialism. The lowest qualification of any consultant at HRODC is an MA and, or, MSc. These qualifications are in addition to relevant experience and continuous development. While most applicants to HRODC Postgraduate Diploma and HRODC Diploma - Postgraduate - Programmes are holders of Undergraduate and Postgraduate Degrees, some being Professors of internationally renowned Universities, others do not hold a degree but have substantial work and life experience to excel in the courses. In addition, HRODC has instituted the '180-HourRule', wherein a delegate should accumulate at least 180 study-hours, in order to qualify for a Postgraduate Diploma. Specialist Diploma such as the HRODC 'Postgraduate Diploma in Executive Management' consists of 540 hours.

In addition to the above, HRODC has incorporated the following additional Quality measures in its Postgraduate Degree Programme – These can also be found in the document *Regulation For HRODC Postgraduate Degrees – MBA, MA, MSc Programmes*

1. The length of the Dissertation will be between 15,000 and 20,000 words. Higher or lower limits can only be accepted through special dispensation, tabled through their Dissertation Tutor;
2. Students will be assigned one Main Dissertation Supervisor, for formal tuition, and a Dissertation Mentor, who will provide them with informal advice, in conjunction with their Main Dissertation Supervisor;
3. Students' Viva Voce, or Oral, Examination will be conducted within 3 months of the submission of their Dissertation;
4. The Dissertation Examination will be conducted by an External and an Internal Examiner;
5. The External Examiner will be drawn from a recognized University and will be an Academic in the Discipline, who is not otherwise associated with HRODC;
6. The Internal Supervisor will be an HRODC Tutor, who is neither Students' Main Dissertation Supervisor or their Dissertation Mentor;

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7. The submission date of a Masters Dissertation is expected to be within 12 calendar months of their initial registration for the Degree but can be extended, on application, to a period not exceeding 24 months;
8. In the event that Students were not successful on the first attempt, they will be given the opportunity to make minor amendment to, or revise, their Dissertation, with the guidance of their Dissertation Supervisors.

Course Admission and Registration:

As an Award-bearing Postgraduate Course, it is essential that we assess the aptitude of our potential participants. We, would, therefore appreciate if you might complete our standard Postgraduate Application Form, which is available on request (please see our contact details above), or downloadable from:

http://www.hrodc.com/Brochure_Download_Centre.Company_Brochures_Seminar_Brochures_Seminar_Schedule.htm

If your previous qualifications and experience are in line with our admission criteria, you will be sent an official notification of your admission to the course or courses for which you have applied, along with a Proforma invoice, for the payment of the relevant fees. You will then be duly registered for the course/s as soon as we have received your payment.

Terms and Conditions

HRODC Policy Terms and Conditions are Available for viewing at:

<http://www.hrodc.com/COSTS.htm>

Or Downloaded, at:

http://www.hrodc.com/Brochure_Download_Centre.Company_Brochures_Seminar_Brochures_Seminar_Schedule.htm

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