### SESSION PLAN

**COURSE:** ABE Level 4 Dynamic and Collaborative Teams

**ELEMENT:** Element 3: Effective team management

## **LEARNING OUTCOME 3**

**Explain the principles of effective team management and why it is important for the work of teams to be led, organised, and monitored (Weighting 30%)**

3.1 Identify the advantages and limitations of different approaches to the management of teams

3.2 Recommend practical ways in which teams working in modern organisations should be managed, so that they work collaboratively to achieve team objectives

**NUMBER OF SESSIONS:** Three - approximately 8-10 in total. LO3 PPT RESOURCE; Activities 1-9

**SESSION TOPICS:**  Session 8: Management Theories and Approaches

 Session 9: Different Management Styles in relation to team working

 Session 10: Practical ways to manage team working so they work collaboratively

**Note to tutors: These are the recommended session outlines for Learning Outcome 3 of the ABE Level 4 Dynamic and Collaborative Teams. You should follow the plan, using the resources (referenced as ‘slides’) and activities provided. It is important to enhance all sessions with local examples and case studies, involving the learners ACTIVELY wherever possible.**

### SESSION 8: Management Theories and Approaches (3 hours)

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| **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** |
| Introduction to session and learning outcomes | Use file: **LO3 RESOURCE**Assessment Criterion 3.1 | 1-2 | Listen |  |
|  | Debrief on **Homework Activity 6 from LO2**What recommendations would you make to help foster collaborative working among the hotel staff? Ask students to feed back their ideas, capturing common themes on the board. Draw out regular team huddles, the use of technology to keep in touch e.g. WhatsApp group, encouraging the exchange of ideas among staff e.g. staff suggestions, dedicate some time for team building | 3 | Contribute to discussionListen, ask questions and makes notes |  |
| Principles of effective team management | Background* Principles of effective team management rely on more than hard work and determination of team members
* Effectiveness linked to management approach and style
* Management has been characterised as an Art, Science, Magic and Politics
	+ **Art -** Some individuals have a natural disposition and develop talent over time
	+ **Magic –** Potent power and some unknown force
	+ **Science –** Can be learnt, specific techniques and skills
	+ **Politics –** Game to be played

Refer to Study Guide  | 4 | Listen, ask questions and makes notes |  |
| Brief **Class Discussion** drawing out:* There are different perspectives to what management activity constitutes
* Each perspective (Art, Science, Politics and Magic) has merit
* There is no one answer when it comes to good management because it depends on context
 | 5 | Class DiscussionFollet (1949) said “*Management is an activity concerned with the orchestration of people, work and systems in pursuit of organisation goals”*In your group argue how this can be achieved from your allocated perspective: Art, Science, Politics or magicContribute to discussionListen, ask questions and makes notes |  |
| Management theories and approaches | Different Approaches to Management* Success based upon interaction of people focused on achieving objectives
* Requires direction and control
* Structure and process to channel and coordinate work
* Effectiveness depend on:
	+ Management of its people
	+ Clarity of goals
	+ Resources available
* Many different management theories and approaches

Principles of Scientific ManagementFrederick Taylor (1917)* Rationalised work tasks into different parts of the production process
* Every job analysed,
* Tasks standardized
* Workers selected and trained
* Barriers to efficient working removed
* Workers rewarded for productivity

Refer to Study Guide  | 6-7 | Listen, ask questions and makes notes |  |
| Brief **Group Discussion Activity 1**Watch YouTube video [Ford and Taylor Scientific Management](https://www.youtube.com/watch?v=8PdmNbqtDdI). What are the advantages and disadvantages of Scientific Management in supporting effective team management?Facilitate discussion. Highlight the efficiency versus the human innovation perspective. Ask how this approach would work in a marketing firm for example, what impact would that have on the need to be creative. | 8 | **Group Discussion Activity 1**Watch [Ford and Taylor Scientific Management](https://www.youtube.com/watch?v=8PdmNbqtDdI). What are the advantages and disadvantages of Scientific Management in supporting effective team management?Contribute to discussionListen, ask questions and makes notes | **E3 LO3 Activity 1**: Management theories and approaches |
| The Bureaucratic ApproachWeber (1947)* Structure
* Specialisation
* Predictability and stability
* Rationality
* Democracy

Refer to Study Guide  | 9 | Listen, ask questions and makes notes |  |
| Brief **Group Discussion Activity 2** drawing out:Importance of rules in organisations where health and safety is a priority e.g.:* Nuclear industry
* Hospitals
* Engineering
* Mining

Facilitate discussion on how the ‘right’ managerial approach is driven by context  | 10 | **Group Discussion Activity 2**Weber used the metaphor “the iron cage” to describe the constraints that the rules and disciplinary control of the bureaucratic approach imposes on a system.Are there any organisational settings where you could argue that bureaucratic management would be necessary?Contribute to discussionListen, ask questions and makes notes | **E3 LO3 Activity 2**: Bureaucratic management |
| Principles of ManagementFayol (1949)* Division of Work
* Authority and responsibility
* Discipline
* Unity of command
* Unity of direction
* Subordination of individual interest
* Remuneration
* The degree of centralisation
* Scalar chain
* Order
* Equity
* Stability of tenure of personnel
* Initiative
* Esprit de corps

Refer to Study Guide  | 11 | Listen, ask questions and makes notes |  |
|  | Brief on **Homework Activity 3**Review the 14 Principles of Management. Which of these principles would you argue are out of touch with the needs of modern organisation structures? Provide reasons for your answer.Refer to Study Guide  | 12 | Listen and ask questions as necessaryIndividual activity as homework | **E3 LO3 Activity 3**: Principles of management |
| Review of session and learning outcomes |  | 13-14 | Listen |  |

### SESSION 9: Different management styles in relation to team working(3 hours)

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| **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** |
| Introduction to session and learning outcomes | Use file: **LO3 RESOURCE**Assessment Criterion 3.1 | 15-16 | Listen |  |
|  | Debrief **Homework Activity 3**Share your review the 14 Principles of Management. Which principles did you decide were out of touch with the needs of modern organisation structures? Why?Facilitate discussion, and challenge the students as to why they feel that certain principles no longer matter – encourage feedback from other students and challenge students by asking ‘what if…’ questions to highlight weaknesses in their arguments. | 17 | Contribute to discussionListen, ask questions and makes notes |  |
| Different management styles | Different Management Styles in Relation to Team Working* Team management is focused on achieving objectives
* The primary function of management is to get individuals and teams to work together
* There are many different management approaches and styles
* Impacted by context and activities of the organisation

Refer to Study Guide  | 18 | Listen and ask questions as necessaryIndividual activity as homework |  |
| Brief **Class Discussion** drawing out:* What makes a bad management experience is the opposite of what makes a good management experience
* We can all recognise good and bad managers when we come across them
 | 19 | **Class Discussion**Watch YouTube video [Simon Sinek n Learning How Not to Manage People](https://www.youtube.com/watch?v=dnbf2pqyeQo)Discuss an experience you have of being managed effectively.Discuss an example of when you were managed ineffectively. Contribute to discussionListen, ask questions and makes notes |  |
| Functional Approach* Adair (1997)
* A healthy team requires shared purpose and clear goals
* Efficient use of resources
* Great communication
* Developing an open environment
* Monitoring of performance
* Learning from experience

Functional Approach to Team Management* Identifying Team Objectives
* Planning
* Communication
* Organisation
* Evaluation
* Setting standards

Refer to Study Guide  | 20-21 | Listen, ask questions and makes notes  |  |
| Brief **Paired Activity 4**Review the functional approach to team management. What are the challenges that a manager might find in trying to adopt this approach? Refer to Study Guide.Facilitate discussion and highlight that it is focused on what people do rather than who they are, what they feel. It removes the emotional and human from the team interaction.  | 22 | **Paired Activity 4**Review the functional approach to team management. What are the challenges that a manager might find in trying to adopt this approach?Make note of key points. Contribute to discussionListen, ask questions and makes notes | **E3 LO3 Activity 4**: Functional approach to team management |
| Different Team Approaches* Autocratic
* Democratic
* Directional
* Facilitation

Refer to Study Guide  | 23 | Listen, ask questions and makes notes |  |
| Brief **Group Discussion Activity 5**The autocratic team management approach is often associated with traditional hierarchical organisation structures. When would it be appropriate to adopt this style in a modern organisation structure?Facilitate discussion. Draw out ideas related to emergencies such as a fire or crisis management. | 24 | **Group Discussion Activity 5**The autocratic team management approach is often associated with traditional hierarchical organisation structures. When would it be appropriate to adopt this style in a modern organisation structure?Contribute to discussionListen, ask questions and makes notes | **E3 LO3 Activity 5**: Autocratic team management approach |
| Effectiveness of Team Management Approaches* Mayo (1949) Hawthorne Studies - solve problems through human means
* Give team members freedom over decision making and problem-solving results in:
	+ Job satisfaction
	+ Cooperation
	+ Group Cohesion
* Coactive versus Coercive power
* Quinn (1980) logical incrementalism

Refer to Study Guide  | 25 | Listen, ask questions and makes notes |  |
| Brief on **Homework Activity 6**Do some research online to understand the link between the way that a person is managed by their line manager (managerial approach) and how they feel about the job they are doing (their motivation and job satisfaction). Consider whether someone would feel more or less positive about their job because their line manager chooses to change the way they manage that person. | 26 | Listen and ask questions as necessaryIndividual activity as homework | **E3 LO3 Activity 6**: Different management approaches |
| Review of session and learning outcomes |  | 27-28 | Listen  |  |

### SESSION 10: Practical ways to manage team working so they work collaboratively (3 hours)

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| **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** |
| Introduction to session and learning outcomes | Use file: **LO3 RESOURCE**Assessment Criterion 3.2 | 29-30 | Listen |  |
|  | Debrief **Homework Activity 6**Encourage learners to share useful sources they have found on the links between managerial approaches, motivation and job satisfaction. Encourage the students to share their findings from their research. Draw out the need for the manager to help their line reports work to their strengths, which make us more satisfied in work. Setting challenging but achievable goals are motivating and developing a group of people into a collaborative team will increase satisfaction | 31 | **Homework Activity 6**Share research the links between managerial approaches, motivation and job satisfaction.Contribute to discussion. Listen and make notes on other people’s contributions. |  |
| Practical ways to manage team working  | Managing Teams to Work Collaboratively* Organisations rely heavily on teams to work collaboratively and achieve performance goals
	+ Teams are required to work together
	+ Often virtually and over long distances
	+ Tackle complex tasks
	+ Deploy right knowledge and skills at the right time
* Hackman (1990) Identified only 4 out of 33 teams in his research were actually effective.
* Can improve the likelihood of teams working collaboratively

Refer to Study Guide  | 32 | Listen, ask questions and makes notes |  |
| Facilitate **Class Debate** to bring out the following points:* The need for teams to work collaboratively
* Teams often need to work remotely
* The complexity of modern organisations requires collaboration
 | 33 | **Class Debate**Split class into two groups, one group to argue for the proposal, the second group to argue against the proposal10 minutes to prepare arguments“This house proposes that in a fast moving global economy, organisations rely heavily on teams to work collaboratively and achieve performance goals.”Contribute to discussionListen, ask questions and makes notes |  |
| Goals and Plans* Clear, mutually owned team goals are a critical component of team effectiveness
* Stated objectives provides clarity
* Allocates responsibilities
* Agreed timelines and milestones
* Helps team manager to measure progress
* Needs organisational support systems
	+ Training and development
	+ Reward systems
* Balance support and empowerment

Refer to Study Guide  | 34 | Listen, ask questions and makes notes |  |
| Becoming part of the team | Brief **Paired Activity 7** – Read Minna Janhonen, Sara Lindström, (2015) "Routes to team goal attainment in retail", International Journal of Retail & Distribution Management, Vol. 43 Issue: 1, pp.26-42. (This document will be available in the online student resources.) What are the implications of the findings in this paper for managers setting team goalsFacilitate feedback, highlighting team leadership, one’s own work, customer service and team work are more important than team goals. Ask students to debate these ideas and whether they agree or disagree with the proposition in the paper. | 35 | **Paired Activity 7**Read Minna Janhonen, Sara Lindström, (2015) "Routes to team goal attainment in retail", International Journal of Retail & Distribution Management, Vol. 43 Issue: 1, pp.26-42What are the implications of the findings in this paper for managers setting team goalsMake notes and Feedback key pointsListen, ask questions and makes notes | **E3 LO3 Activity 7**: Setting team goals |
| Openness* Team effectiveness is not linear
* Team or individuals may experience performance issues
* Team members must remain open to discussing difficulties

Regular Reviews* Provide support or mentorship
* Collaborating on improving team capability through team coaching
* Provide the context to provide support
* Reinforces effective collaborative working
* Manages accountability for different tasks and priorities to be delivered
* Plan and prepare for team meetings
* Clear agenda
	+ Focus on ongoing actions, tasks and milestones
	+ Update plan
	+ Clear line of sight of performance
* Maintain strong team relationships

Refer to Study Guide  | 36-37 | Listen, ask questions and makes notes |  |
| Brief on **Individual Activity 8**Think about a project team you are currently work with, or have worked with recently.Develop a meeting agenda for the team to review the project. Make sure the agenda promotes openness, reviews performance and provides support for continued collaborationRoam the room, giving encouragement and/or constructive feedback where necessary | 38 | Complete **Individual Activity 8**Develop a meeting agenda for the team to review the project. | **E3 LO3 Activity 8**: Becoming part of a team |
| Celebrating Success* Often missed by managers
* Moving onto next problem to be solved
* Take time to celebrate achievements
* Keep motivation levels high
* Recognise progress
* Note personal progress of individuals
* Celebrate key milestones

Refer to Study Guide  | 39 | Listen, ask questions and makes notes |  |
|  | Brief on **Homework Activity 9**Develop a proposal to celebrate success for a team that you are familiar with. Include three options for celebration to recognise:1) Individual contribution2) Progress to keep motivation high3) Achievement of a Key Milestone | 40 | Listen and ask questions as necessaryIndividual activity as homework | **E3 LO3 Activity 9:** Celebrating success |
| Review of session and learning outcomes | Refer to summary in Study Guide  | 41-42 | Listen  |  |