# **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 THE AWARD OF DEGREE/CERTIFICATE IF FOUND AT ANY STAGE.**
2. **SUBMITTING ASSIGNMENTS BORROWED OR STOLEN FROM OTHER(S) AS ONE’S OWN WILL BE PENALIZED AS DEFINED IN THE “AIOU’SPLAGIARISM POLICY”.**

**Course: Leadership & Team Management (8440) Semester: Spring, 2025**

**Level: BBA 4 Years Passing Marks: 50**

**Please read the following instructions for writing your assignments.  
(AD, BS, BEd, MA/MSc, MEd) (ODL Mode)**

1. All questions are compulsory and carry equal marks but within a question, the marks are distributed according to its requirements.
2. Read the question carefully and then answer it according to the requirements of the question.
3. Avoid irrelevant discussion/information and reproducing from books, study guide or allied material.
4. Hand written scanned assignments are not acceptable.
5. Upload you typed (in Word or PDF format) assignments on or before the due date.
6. Your own analysis and synthesis will be appreciated.
7. Late assignments can’t be uploaded at LMS.
8. The students who attempt their assignments in Urdu/Arabic may upload a scanned copy of their hand written assignments (in PDF format) on University LMS. The size of the file should not exceed 5 MB.

**ASSIGNMENT No: 1**

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| --- | --- | --- |
| **Q No.** | **Question** | **Marks** |
| **1** | Analyze the **team life cycle** and explain how teams evolve through each stage. | 20 |
| **2** | What practices are essential to developing a **high-performing team**? Explain with examples. | 20 |
| **3** | Discuss the evolution and history of **team coaching**. How has it influenced modern team development? | 20 |
| **4** | Discuss the **role of a team coach** and explain how they guide teams toward achieving the objectives of the organization. | 20 |
| **5** | Explain the process and significance of **commissioning and re-commissioning**. How does both set the foundation for effective coaching? | 20 |

**ASSIGNMENT No. 2**

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

This assignment is a research-oriented activity. You must prepare a detailed report of about 3000 words on the topic allotted to you to be submitted to your teacher for evaluation.

You are required to select one of the following topics according to the last digit of your roll number. For example, if your registration number is 18-IDM-3427183 then you will select topic # 3(the last digit): -

**List of Topics:**

1. Foundations of Effective Leadership in Team Environments
2. Team Dynamics: Unraveling the Interplay of Individuals
3. Effective Team Size: Striking the Right Balance
4. Dysfunctional Teams: Causes, Effects, and Remedies
5. Requirements for High-Performing Leadership Teams
6. Transformational Leadership: Catalyst for High-Performing Teams
7. History and Evolution of Team Coaching
8. Defining Team Coaching: Unveiling its Unique Characteristics
9. The Role of a Team Coach: Navigating Challenges and Responsibilities
10. Supervising Team Coaching: A Framework for Quality Assurance

**GUIDELINES FOR ASSIGNMENT # 2:**

* 1.5 line spacing
* Use headers and subheads throughout all sections
* Organization of ideas
* Writing skills (spelling, grammar, punctuation)
* Professionalism (readability and general appearance)
* Do more than repeat the text
* Express a point of view and defend it.

**Leadership and Team Management**

**COURSE OUTLINE (8440/8521)**

**Unit No. 1 Leadership Teams**

1. Leadership Fundamentals
2. Teams Fundamentals
3. Distinguishing Teams from Groups
4. Team Life Cycle
5. Team Dynamics
6. Management Teams
7. Effective Team Size
8. Dysfunctional Teams
   1. Concept of Leadership Teams

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

1. Change Management and Teams
2. Leadership Development and Coaching Industry
3. High Performing Team and Transformational Leadership Team
4. High-Performing Transformational Leadership Teams
5. Successful Team Practices

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

1. History of Team Coaching
2. Defining Team Coaching
3. Extended Team Coaching Continuum
4. Soft Dimension of Team Coaching

**Unit No.4 Team Coaching Process**

1. Role of a Team Coach
2. CID-CLEAR Relationship Process
3. CLEAR Way of Structuring Individual Events
4. Team Leader as Team Coach

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

1. Discipline 1: Commissioning and Re-Commissioning
2. Discipline 2: Clarifying
3. Discipline 3: Co-Creation
4. Discipline 4: Connecting
5. Discipline 5: Core Learning
6. Interconnection between Disciplines

**Unit No. 6 Team Coaching**

1. Types of Teams
2. Board Coaching
3. Discipline 1 & 2: Clarifying the Role of Board
4. Discipline 3: Dynamics of Board
5. Discipline 4: Coaching Board on How it Connects
6. Discipline 5: Coaching Board on How it Learns and Develops

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

1. Finding, Selecting and Working Effectively with a Quality Team Coach
2. Developing a Team Coach
3. Role of a Good Team Coach/Leader
4. Team Coach Dilemmas

**Unit No. 8 Supervising Team Coaching**

1. Supervision Concept
2. Different Contexts for Supervising Team Coaching
3. Six-Step Supervision Process
4. Six-Step Team Coaching Supervision Model

**Unit No. 9 Team Coaching Methods, tools and techniques**

1. Team Coaching Tools and Methods
2. Psychometric Instruments
3. Team Appraisal Questionnaires and Instruments
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* (5thed.). California, U.S.A.: Sage Publications, Inc.

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