

DESCRIPTION OF MODULE

Basic Skills for Team Management

<p>Aim</p>	<p>The aim of the training is to give basic knowledge about management skills in group processes and practical skills to manage them.</p>
<p>Tasks (Learning outcomes)</p>	<p>Knows:</p> <ul style="list-style-type: none"> - the principles of leadership - the principles of creating teamwork; - the ways to motivate employees; <p>Is able:</p> <ul style="list-style-type: none"> - to analyze himself as a leader of team, own performance skills and knows how to perform more effectively; - to share information to the team <p>Understands his role as a team leader and expectations of team to him.</p>
<p>Assessment form</p>	<p>Estimated</p>

CONTENT OF MODULE

Learning outcomes	Topics	Content (suggested)	Assessment of acquired learning outcomes (optimal level)	Methods and ideas for learning process
<p>1. Practical knowledge about the principles of teamwork</p>	<p>1.1.Principles of team management</p> <p>1.2.The corporate management culture and self-leadership behaviour in this culture.</p>	<ul style="list-style-type: none"> - The types of teams - Nature and stages of team building - Types of team cohesion - Forming a team - Team management methods in a manufacturing company - Advantages and potential of teamwork - Potential problems within teamwork and how to solve them. - What is characterizing an effective team - Challenges and opportunities of diverse teams and how to handle them - Team roles and responsibilities - Team goals, objectives and targets - Communication within a team - Time management - Constructive criticism - Nature and types of conflicts and their impact on the team - Conflict resolution methods - Analysis of organization culture used at the company 	<ul style="list-style-type: none"> - Active participation in the discussions, (using information from materials have read as independent work). - The learner has presented the result of an analysis of organizational culture. - Students acquire knowledge about the nature of team building and its various development stages - The students understand the challenges associated with the assembly of a new team - Students understand the thought processes which go into the selection of new team members - The students acquire basic knowledge about the principles of teamwork in a business environment and the challenges and possibilities associated with it - Heightened awareness for different aspects of effective teamwork - Learners develop a sensitivity necessary for the successful work in an increasingly diverse working environment The students can 	<ul style="list-style-type: none"> - Team tasks and analysis - Mini lectures and discussion groups aimed to analyse the organization management culture at the company the learner has experiences. - For independent work: - the learner analyses the culture of the organization and his role in it; - articles, references for reading/listening/watching (before / after training) - Students discuss their views on different team management methods and possible advantages and disadvantages - Students discuss the potential problems which can go along with the work in a team - Students discuss their personal characteristics of successful team communication and constructive criticism - In small groups, students try out different conflict resolution methods - Students can create a mind map about the characteristics of an effective team - Case Study: Students analyse the practical adaptation of teamwork processes in a real manufacturing company - Case study: Students analyse teamwork in a real company identifying reasons of inefficient teamwork.

			<ul style="list-style-type: none"> recognise conflicts and are aware of different methods on how to resolve them - Students can name various organization cultures and differentiate between them 	<ul style="list-style-type: none"> Students make proposals for building an effective team - Students gain insights into best practice examples of team building and cohesion
<p>2. A risen awareness about leader's role at organization</p>	<p>2.1. Characteristics of effective leader, self-analyse. 2.2. The ways to motivate employees.</p>	<ul style="list-style-type: none"> - Who is an effective leader - The difference between leader and manager - The importance of team leaders - Role, responsibilities and duties of a team leader - Tasks of a leader - How to assemble a new team - Tactical matters of daily team management, advisory and strategic aspects in a manufacturing company - Leading styles and technology - Importance and types of motivation - Process of motivation and work motivation - Aspects of working that motivate and demotivate employees - How to prevent or reduce demotivation in team members - Duties and rights of both employer and employees, social protection of employees - Political, social and economical challenges in team management in a manufacturing company - The importance of regular feedback 	<ul style="list-style-type: none"> - Submission of proper self-analysis - The learner has presented the result of an analysis how the workers are being motivated in the organization and makes proposals for "motivation set". - The students are aware of the importance of a well-trained and responsible team leader and can list the characteristics and responsibilities associated with the position - The students acquire insights into different leading styles and can discuss advantages and disadvantages for each of them - Students learn the theoretical material on internal and external motivation, strengths and weaknesses and analyse the impact of internal and external motivation on the work of specialists of different levels in a manufacturing company - The learners are aware of the impact motivated team members have on the outcome of the project and can name 	<ul style="list-style-type: none"> - short lectures with discussion. - team works - written self-analysis - For independent work: self-analysis where the learner analyses the responsibilities and opportunities of a team leader - Materials: electronic, if necessary, on paper: presentations, recommended literature / references / articles list - In a role play, students can try to motivate each other using the methods discussed in the curriculum - Students can interview each other or brainstorm about the most important character traits a team leader should possess - In a mind map, students can collect different ways how to motivate team members - Students learn best practices in motivation techniques in different manufacturing companies

			<p>strategies which prevent or reduce demotivation or even burnout</p> <ul style="list-style-type: none"> - The learners know about both the rights of the employer and the employee and can therefore stand up for themselves if necessary - The students understand the positive impact which can result from regular feedback and constructive criticism 	
<p>3. Practical knowledge to share information and conduct effective meetings.</p>	<p>3.1. Performance skills 3.2. Effective methods to share information in the team 3.3. Preparing and conducting effective meetings/events</p>	<ul style="list-style-type: none"> - Presentation of company, tips for performing (video training) - How to deliver information shortly and clearly: presentations, e-possibilities - Digital tools that are beneficial for teamwork and meetings - Challenges associated with virtual team meetings and how to prevent them - Tools to disseminate information between team members - Verbal and visual aspects of a successful presentation - How to hold effective and motivating presentations and team meetings - How to prepare meetings and plan events with the team - How to structure a meeting efficiently - Methods to settle disputes within the team - Time management during team meetings and events 	<ul style="list-style-type: none"> - Active participation in practical exercises where the learner demonstrates that he / she has acquired techniques to enhance his / her performances and provide information - The students develop a sensitivity towards the different challenges associated with increasingly international, diverse and digitally influenced team meetings - The learners can name several digital tools and programmes which can help organize and schedule team meetings and are able to use them accordingly - The learners are introduced to various presentation tools and their advantages and disadvantages - The students learn the characteristics of well-structured presentations and can use this knowledge in future team meetings - The students know how to structure 	<ul style="list-style-type: none"> - short lectures; - practical tasks; - video training for practice skills; - role play - For independent work: - Preparing a presentation about the company. - Short meeting / event planning. - Materials: List of recommended literature; lectures as e-materials - The students get the opportunity to work with different programmes and tools which are beneficial for team meetings - The students get access to several presentation programmes and can try them out - Each student holds a short presentation and benefit from the feedback of the others - The students practice how to settle disputes in small breakout groups - Each student is assigned a different teamwork/presentation programme and introduces it to the others

			<p>meetings in a time-efficient manner</p> <ul style="list-style-type: none"> - The learners learn how to recognise, avoid and settle disputes if they should arise in the team - Students can measure the success of a meeting and its effectiveness based on various factors 	
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