



FACULTY OF  
MANAGEMENT  
University of Lodz

# Leadership and Teamwork Management



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UNIVERSITY  
OF LODZ

# Scope of the course



This course aims to present theoretical background and importance of teamwork management in modern organizations as well as develop and strengthen practical leadership competences in teamwork. The scope of the course includes, among others:

- The idea of contemporary HRM.
- Determinants of HRM.
- What`s new in HRM? New functions, new methods, new tools.
- The concept of a group and a work team.
- Effective communication within the employee team.
- Challenges in human resources management and the employee team.
- Leadership and management in teamwork.
- Leadership styles in teamwork.
- Relationships in teams and between teams.

The course will be conducted in the form of activity workshops using multimedia content. Special attention will be paid to the shaping practical competencies in managing teamwork and leading teams.

# Organizational issues



- Visit [www.matejun.pl](http://www.matejun.pl) to get presentations
  - (Dla studentów – „For students”), pass: human
  - Attendance is obligatory
- English as the medium of instruction!
  - not to learn English, but use English as a tool for learning
  - however, let's support our language skills and please report any bugs!
- Form of assessment:
  - Test
  - For a group task done during classes, you can get extra 4 points from each of two lecturers
  - HRM trainings
- Office hours:
  - Izabela Różańska-Bińczyk
    - contact via e-mail: [izabela.rozanska@uni.lodz.pl](mailto:izabela.rozanska@uni.lodz.pl)
  - Marek Matejun
    - contact via e-mail: [marek.matejun@uni.lodz.pl](mailto:marek.matejun@uni.lodz.pl)

# Organizational issues



## Course schedule:

Monday 3.00 – 5.15 pm (3 ths)	Teacher
2024 March 18	Izabela
2024 March 25	Izabela
2024 April 08	Izabela
2024 April 15	Izabela
2024 April 29	Marek
2024 May 06	Marek
2024 June 03	Marek
2024 June 10 (Test)	Marek

- meetings without breaks!
- $3\text{h} \times 8 = 24\text{ ths}$  in total
- workshops

# Dr. Izabela Różańska-Bińczyk



I am an Assistant Professor in the Department of Human Resource Management at the Faculty of Management of the University of Lodz

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<https://izabelarozanska.com.pl/>



# How was our research team created?

HR

Sustainable development

Performance management

General management issues

Quantitative research



Team selection  
by:

- Common values
- Personality traits
- Positive impact
- Cooperation
- Mutual support
- Competencies
- Experience



# People in organization



- One of the most important (the most valuable) intangible organization`s assets
- The most „fallible” (the most problematic) element



# People in organization: the most important...



....because all the other kinds of resources become valuable if, and only if, the people in the organization use them effectively.





# People in organization: the most problematic...



....because every person is different from the other person  
... because measuring people's soft skills is not an easy task.



# What do people bring to the organization?



- Knowledge and skills (talent or lack of knowledge)
- Behaviour and attitude (right or wrong)
- Needs and values (individual needs that we have to recognize)
- Intelligence or stupidity
- Personality (it may stick to corporate culture or not)



# Individual differences: Fundamental characteristics of people



- Competencies, qualifications, skills
- Mental resources
- Personal circumstances





# Competencies, qualifications, skills

- Level of education
- Level of specialistic knowledge
- Earlier experiences - at work, in management, in running one's own company
- Background and culture – the environment in which they were raised



# Mental resources

- Motivation (aims, values)
- Interpersonal skills
- Realism
- Activity
- Creativity
- Resistance to stress



# Personal circumstances



- Age, gender (sex)
- Race
- Home situation (family)
- Children (how many of them, their age)
- Health
- Ability/disability
- Relationships with other people



# Managing people is becoming more and more difficult. Why?



- People are better educated
- Higher labour costs
- Difficult, from the employer's point of view, situation on the labor market
- "War for talent"
- Different generations in the organization





**If we talk about human resources we mean not only current employees but all people connected with a company.**

Who are they?

- Potential and former employees (and their families and friends)
- Potential, actual, and former customers (clients) and deliverables
- Potential, actual, and former investors







The main purpose of HRM is to ensure that the organization is able to achieve success through people



**to achieve success**  
**=**  
**to meet people's needs**  
**=**  
**to work for people**

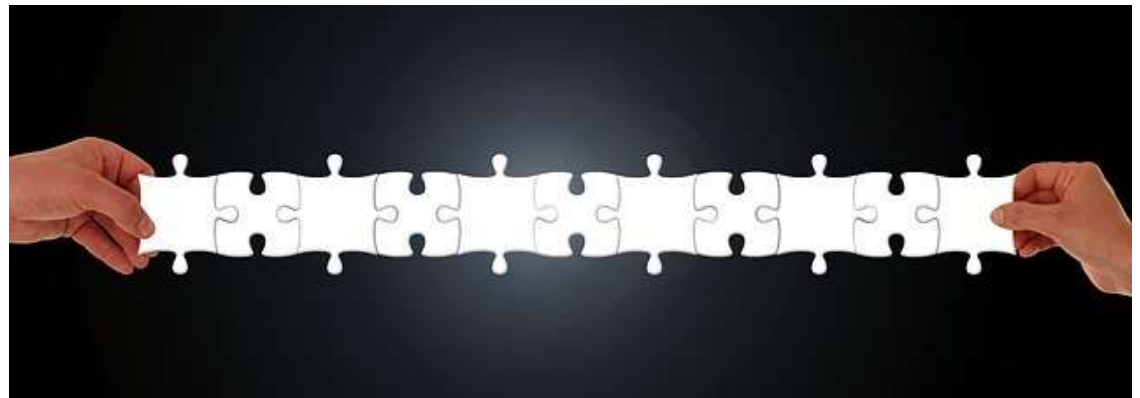


<b>Human resources management is a strategic link of the functions of the organization</b>				
<b>Types of organizational functions:</b>	<b>marketing</b>	<b>production</b>	<b>finance</b>	<b>personnel</b>
	<b>Human resources management</b>			



**SO...**

**HRM is one of the organization`s functions, but it`s a special one**



# Human resource management



Human resource management is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives.



/M. Armstrong/

# Human resources



Human resources:

- can be used at the same time in many places and for many purposes
- diverse - every person is different;
- are difficult to measure
- do not depreciate during use, but, on the contrary, its value increases (development)



# Human resources management process



The **human resources management process** consists of logically interconnected activities aimed at **providing** the organization with the required number of **employees**, with appropriate **qualifications** at a specific time and place and creating conditions that stimulate effective behavior of the employees in accordance with the superior **goal of the organization**.



## Human resources management process consists of...







# What are the goals of human resource management?



# Human resource management objectives



- Providing services that support the objectives of the enterprise
- Acquiring and retaining qualified, committed, and well-motivated employees in the company
- Developing people's capabilities, their potential, abilities, skills
- Shaping harmonious relations between management and employees, developing a sense of mutual trust.



# Human resource management objectives



- Creating conditions supportive of teamwork and flexibility
- Helping organizations maintain balance and adapt to various interest groups
- Ensuring that employees are valued and rewarded for their work and achievements
- Taking into account differences in the needs of individuals and groups of employees, working styles, and aspirations
- Ensuring equal opportunities for all
- Applying ethical employee management principles (care for people, fairness, and transparency)
- Maintaining and improving the physical and mental condition of employees

/M. Armstrong/

# Exercise



What is teamwork in an organization?



# What is teamwork in an organization?



Teamwork is defined by Scarnati (2001, p. 5) “as a cooperative process that allows ordinary people to achieve extraordinary results”.

Harris & Harris (1996) also explain that a team has a common goal or purpose where team members can develop effective, mutual relationships to achieve team goals.

Teamwork relies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills.

The literature consistently highlights that one of the essential elements of a team is its Focus toward a common goal and a clear purpose (Fisher, Hunter, & Macrosson, 1997; Johnson & Johnson, 1995, 1999; Parker, 1990; Harris & Harris, 1996).

Successful teamwork relies upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment. Team members must be flexible enough to adapt to cooperative working environments where goals are achieved through collaboration and social interdependence rather than individualised, competitive goals (Luca & Tarricone, 2001).

Source:

Tarricone, P., & Luca, J. (2002). Successful teamwork: A case study.

# Exercise



Advantages of teamwork and disadvantages of teamwork  
(pros and cons of teamwork )





Advantages of teamwork	Disadvantages of teamwork
<ul style="list-style-type: none"> <li>– Teamwork allows you to achieve better results than the work of individuals (synergy),</li> <li>– Creating conditions for using individual skills in the interest of the team,</li> <li>– Allows each team member to do what is appropriate for him (this increases job satisfaction),</li> <li>– The feeling of dependence on the superior decreases,</li> <li>– Bonds between individual team members strengthen (integration), the group becomes a whole,</li> <li>– Leads to weakening of fluctuations,</li> <li>– Relieves managers from performing relatively simple, routine tasks,</li> <li>– Provides the opportunity to help each other,</li> <li>– Ensures simpler communication</li> <li>– Enables a common pace of work,</li> <li>– Activates the process of mutual control and self-control.</li> </ul>	<ul style="list-style-type: none"> <li>– Working in a team forces you to partially give up your ambitions in favor of the team's norms and values,</li> <li>– A team needs more time to make a decision or solve a given problem than an individual employee</li> <li>– There is a risk of conflict between team members</li> </ul>