

Table of Contents

Task 1 (A)	3
Introduction.....	3
Shared Goals and objectives	3
Good Team Dynamics and Benefits	3
Analyzing Team Dynamics in RITN	4
1. Director	4
2. Manager	4
3. IT Consultant (My position)	5
4. Technical Employees (Developers or Network Engineers).....	5
5. Achieving Shared Goals and Objectives	5
Summary	5
Task 1 (B)	6
Introduction: Need of Alternative Ways.....	6
Identifying Alternative ways.....	6
Using 360-degree Feedback.....	6
Perks and Benefits.....	7
TASK 2 A	8
1. Introduction	8
2. Problems Identified.....	8
1. Team Usually Miss the Deadline	8
2. Team member unable to adapt into new team	8
3. Conflict between employees	8
4. Excessive deference to authority	9

3. Tools and Methods Used by Company to eliminated problem	9
3.1. SWOT ANALYSIS.....	9
3.2. Performance Appraisal	9
3.3. Motivation Policies	10
4. Problem Solving Strategies	10
4.1 Strategy to solve issues in RITN	10
5. How this strategy will work.....	12
6. Conclusion	12
TASK 2 B	14
Prepare a convincing report evaluating the potential impact on the Radiant Info Tech business when the strategy you have proposed is implemented. (4.3) D3.....	14
Introduction.....	14
Potential Impacts.....	14
Impact on sales.....	14
Impact on Image of organization	14
Impact on Culture within Organization	14
Impact on Team Dynamics within organization.....	15
Impact on organization growth	15
Impact of Possibility of re-occurrence same problems.....	15
Impact on Society	15
Summary	15
REFERENCES	16

Task 1 (A)

As you have been working for Radiant Info Tech for the last few months and have observed how people works together at various levels and with different departments. Analyze the team dynamics of company by discussing different roles of your colleagues in the team and describe how each of them can work together to achieve the common goals and objectives of the company. (3.1) M3

Introduction

Team is a group of people necessary to accomplish a task that requires expertise distributed between them (DONNELLON, 1996). Each team member contributes a part to the problem and to be a team the group must have common task or goal. Teamwork is vital in any organization as it aids to create cooperation as the sum of a combined dynamism is usually better and bigger than the sum of an individual's productivity.

Team dynamics is something that defines how and which direction team is heading. It is psychological and unconscious force in team that affects the whole team attitude and performance. MYERS (2013) explains it, team dynamics are created by the team's working attitude, the behaviors of team members, working associations with other individuals, and the atmosphere within the team.

Shared Goals and objectives

Every team has shared goals and objectives in other words common goals and objectives. Team's members interact with each other in order to achieve those goals. Having understanding of shared goals turns individual members into a 'team'; it helps to develop feeling for togetherness (SMALLBIZCLUB, n.d.).

RITN is IT based organization which aims to provide IT related quality services and product to its clients. Being a large company it has several offices in different cities of Nepal. RITN and its Team has shared goals of increasing number of its branches, increase the number of clients and be the No.1 IT company in Nepal.

Good Team Dynamics and Benefits

Good team dynamics helps to develop right attitude among its members. It creates feeling of belonging to the team and develops loyalty. Nair (2011) writes in his BUZZLE page, good team dynamics in team ensures every individual give their all and helps to maximize production as a team. It utilizes different competencies of team member and removes bad factors from the team like ego,

laziness or feeling of seniority. Good Team dynamics means it motivates its member to give their best in their responsibility. In overall it improves the performance of the whole team where as bad team dynamics can demoralize the team, create conflicts and destroy the team.

Analyzing Team Dynamics in RITN

I have been working in Radiant Info Tech Nepal (RITN) for last 2 months. As a trainee IT consultant I need to work with different employees every day. I found employees of this company perform as a team to achieve company's goals and objectives.

At RITN every individual member has specified roles and responsibility. Teams functions according to company's rules, policies and work culture. Below in this report I have discussed about some of the departments/team members of our company, working toward company's goal and objectives.

1. Director

Director is a person, who controls the overall management of a company (Campbell, 2007). Directors are generally responsible of determining and implementing company policies in order to make company successful. In simpler words, company runs under the instructions or direction of director of that company. Directors may be personally liable for your company's business liabilities and can be fined (GOV.UK, 2013). According to compass partnership (n.d.), a director needs to show effective use of leadership skills in order to drive the company in right direction. H/She needs to make decisions for the benefit of the company.

In Radiant, director determines policies for the company taking suggestions from managers and IT consultants. After implementation of those policies, with help of feedbacks from managers, employees and customers, they monitor overall progression of the company and make right adjustments in right times to make sure company achieve their goals and objectives.

2. Manager

REH, (n.d.) suggests manager is the person who has responsibility of managing a group, monitoring them and directing them. When it requires, they also need to take necessary action in order to get job done. A manager does not to know how to do a work, but certainly need the ability to manage the worker who does that work.

In Radiant, Managers have different roles like action planning, monitoring and giving right feedbacks. Action planning is prioritized and organized action plan, integration of strategies developed via business plan (SMALLBIZ, n.d.). Coaching skill is one of the key skill that manager of Radiant has, this is simply a skill of applying methods to strengthen the communication with employees (UCDAVIS, 2012).

Manager demonstrates their coaching skills to monitor and feedback the workers under them.

3. IT Consultant (My position)

Currently, I am the one who is handling this position in company as Trainee IT consultant. PROSPECTS (N.A.) states, Consultants work not limited to develop the construction and competence of an organization's IT structures.

- Meeting with clients;
- Communicating with staff at all levels of a client organization;
- Visiting Client's place;

4. Technical Employees (Developers or Network Engineers)

Technical employees are the team members who are responsible for performing technical tasks. RITN mainly works on web and software related works, these team members generally work on web development and software development. They co-operates with other team members like managers, IT consultant to develop application that can satisfy client's needs, which is one of the shared goals.

5. **Achieving Shared Goals and Objectives**

In Radiant info, team members show their skills, characteristics and attitude to achieve the shared goals established in the team. They show trust and ethics within team. BUSINESSCASESTUDIES (n.d.) states, ethics of employee means the moral attitude of that employee, an understanding of what is right to do and what is not right to do. Despite some conflicts that may arise sometimes, members show their trust towards other member and co-operate to get things done.

Another main characteristic shown by team members at RITN is commitment toward shared goals and objectives. Team Technology (n.d.) suggests, to maintain good team working and achieves team goals, shared commitment is essential. From directors to technical employees, team understands their roles in the team; understand the shared goals and objective on which they work to achieve.

Summary

RITN understands the importance of good team dynamics hence team member shows right attitude and performance to improve dynamics within the team. A good team dynamics can only be achieved with right leadership and right attitude. Educated and capable managers and workers at RITN demonstrate ethics, commitment and trust to have good team dynamics in team. If some problem occurs, it can be resolved via the alternatives ways RITN has adapted. This of course has improves work performance of employees and surely improved overall productivity.

Task 1 (B)

And also discuss what alternative ways that can be used for accomplishing the tasks and achieving the team goals. (3.1, M2)

Introduction: Need of Alternative Ways

Teamwork can be powerful force that can change the organization's fortune in positive direction. But they also can fail. According to Hayes (2002), many big organizations has implemented or practices teamwork focused on team dynamics but still that shows very little improvement in the outcome.

Despite having good team dynamics, some time for various reasons, team does not produce the level of outcome that is expected of them. Teams sometimes fails to achieve team goals and objective with is timeline. Under these circumstances 'Alternative Ways' comes into the action. Use of alternative process can help to identify the problem and solve the situation. In this report, some of the alternative ways can be implemented to achieve team goals and objective is discussed.

Identifying Alternative ways

To find alternative ways, team should look at problems in different ways; find new perspectives that have not thought of before (STUDYGS, N.D.). Below here some of the alternative ways to find solution and achieve team goals is mentioned.

Using 360-degree Feedback

Effectiveness of teams in organizations become key source to succeed when they face increased internal as well as external challenges. In order to achieve high level of team effectiveness each individual in team must show communication ability. According to SESP (N.D), one of the important aspects of communication that affects team performance is Feedback.

Small business (N.D) defines 360 feedback systems as appraisal system that collects information from a range of people that employees frequently contact. The evaluation asks behavior of the employee across job related competencies. Use of feedback form questionnaire distributed among co-employees, senior and junior staff, customers and other individuals who come to contact with the team is a good way that Radient is implemented to collect feedback.

When organization looks for alternative ways to achieve the team goals, 360-degree feedback system can make effective impact. One of the benefits of 360-degree feedback is that input from various stakeholder groups and the individual's self-evaluation is included (Foster & Law, 2006). Providing detailed feedbacks to employee can motivate them. Effective feedback can inspire and encourage

employees to give extra efforts toward company's goals and objectives.

Perks and Benefits

HEATHFIELD (N.D) writes perk, additional benefits than that of salary and standard benefits. In simple work it's a reward given to employee for performance. Perks may consist of privileges, rewards, or options. Sometimes when task could not be completed within deadline and employees works extremely hard to finish off the task, providing perks to them can motivate them to always give their best.

RITN provides 5-10% of its total service charges to its team members as an additional benefit. And when in extreme situation like pressure of meeting deadline, they provide extra bonus and extra day off if they manage to meet the deadline. It can also motivate other team members to work hard to achieve team goals. This is an excellent alternative way to achieve goals when the situation seems not right. This is a short term solution.

Conclusion

It is essential for any organization achieve its objectives and goals within the certain timeline. With good team dynamics within the organization, they can achieve their goals. But sometime, even having good team dynamics organization fails to achieve what they should achieve. This is where a good alternative plan is needed. Alternative plan is basically a backup plan to rescue the organization from the problematic situation.

Different organizations have different alternatives ways to find the solution. 360-feedback and perk system is some of the effective solution to motivate the team and encourage its member to give their best and achieve the team objective.

TASK 2 A

Despite having a good team work, you have noticed that there are some problems which need to be resolved. You are asked to develop strategies to solve those problems. First identify some major problems (three to five) that you have noticed in the company. And do the following sub tasks to solve the problem.

A. First, review tools and methods being used in the company for developing solutions to the problems identified and develop a suitable strategy to solve particular problems you have identified and explain how it works. [4.1, 4.2, M1, D2]

1. Introduction

Problem is a complex condition that represents difficulty or puzzlement (LIRAZ, N.D). Problems may come in different natures and dimensions. In large organizations like RITN problems can arise quite often. Conflicts, poor management, ego problem in team, communication errors, unskilled manpower are some the problems that can arise in any organization. While working as a trainee IT consultant in RITN I noticed some problems which is need to be resolved. Below in this report, current problems in RITN are identified.

2. Problems Identified

1. Team Usually Miss the Deadline

Despite of being talented, hardworking and capable workers in the team, they usually cross the deadline of the project. This problem is affecting overall growth of the company. This is causing some problems like demotivated and unbalanced environment in the team. Hence, this issue needs to be solved because being late in project completion is sending negative image of company in the market which can affect overall company progress and growth.

2. Team member unable to adapt into new team

Two weeks ago there was a new recruitment of an IT staff. He is talented, experienced and very much capable in his job. But due to some reasons he is unable to adapt into new surrounding which is causing problem in the team. Members are not able to accept new member which is causing delay in task completion time and there is chances of conflicts between them.

3. Conflict between employees

I noticed there is a conflict between two co-workers of sale department due to some personal reasons. They have stopped to talk with each other and stopped working as a team. This is

causing reduction in sales number. A proper solution is needed to resolve this problem.

4. Excessive deference to authority

This happens quite often in marketing department of RITN when workers want to be seen to agree with their manager. And therefore hold back to their opinions. According to FRIEDERSDORF (n.d.), Excessive Deference can corrupt the person in power. This problem causes the performance of the marketing team to go down, affecting the whole RITN team dynamics and their goals.

3. Tools and Methods Used by Company to eliminated problem

Problem finding and solving them is regular exercise in larger companies like RITN. Every company implements some problem finding and solving tools to resolve their known and un-known problems. RITN has implemented some well-known tools to find and resolve the identified problems. These tools are reviewed below in this report.

3.1. SWOT ANALYSIS

SWOT analysis is a tool used for identifying Strength, Weakness and then analyzes possible Opportunities and Threats that may occurred in future. According to MINDTOOLS (n.d.), businesses uses SWOT to realize their strengths that help them to search new possibilities or opportunities. Similarly by help of identifying their weaknesses they can eliminate their threats.

In fig 1, it demonstrates a simple example of SWOT chart. Here, strengths are put together in one area, weakness in another. Similarly, threats and possibilities are put together in their respective place. This give the overall SWOT analysis of the company which helps management or director the idea of how company is running, what are the strengths and weaknesses of the company what possibilities it has, and what is needed to be done to eliminate its threats.

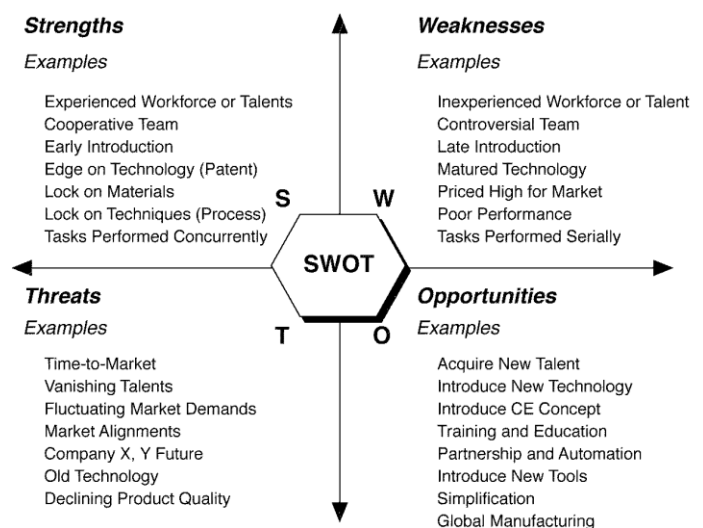


Figure 1 SWOT ANALYSIS

3.2. Performance Appraisal

Performance appraisal is process of evaluating the performance of a worker based on certain pre-defined criteria or company's standard. Performance-appraisal (n.d.) suggests performance appraisal system, helps to analyze organization's man power quality and solve different problems

regarding work performance of the employee.

For example, performance appraisal system analyses the performance of an employee and evaluate its strengths and weaknesses, company can now solve various problem by promoting that employee according their strength or by sending them to training according to their weaknesses. It also helps to review recruitment policies by collecting the data of progress of employee recruited by certain recruitment strategy.

3.3.Motivation Policies

Motivating workers to give their best all time can be one of the most efficient problems solving method. From critical situations to regular office hour work done by a motivated worker is more productive than work from those who are not motivated. Halogen Software (n.d.) states, lack of motivation in the company can destroy the company's productivity and growth. It is essential to have good motivational policy to encourage the employees and achieve company goal and solve various identified problems related to employee's work and company's productivity.

RITN has implemented some policies in order to encourage their employees. Following are the key motivational strategies in RITN:

- Encourage Teamwork
- Show faith and trust in employees
- Effectively communicate and share information
- Reward for hardworking worker
- Fire or demote if necessary.

4. Problem Solving Strategies

Problem solving strategies implementation is common in business world and it is essential that right strategy is implemented to solve set of problem. Generally every company has problems. The difference between successful business and average business is how they tackle the issues arises in organization. A successful business organization not only solves the issue for the moment, they also think of how to stop them from coming back.

4.1 Strategy to solve issues in RITN

Different organizations may implement different set of strategies to solve the issues they face. For RITN, they can use Problem solving Roadmap as a problem-solving strategy as shown in fig.2 below.

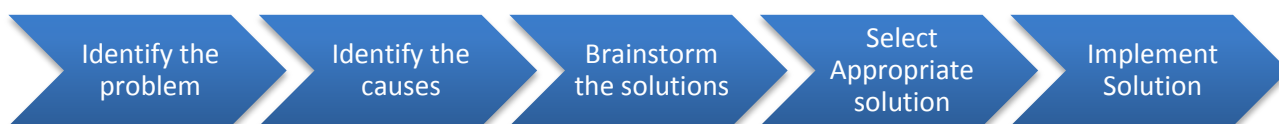


Figure 2 Problem Solving Strategy Roadmap

i. Identify the problem

Business & Economic Global News (2013), writes identifying the problem is most important part in problem solving process. Indeed, we cannot look for answer if we do not have a question. RITN can use different problem identifying tools like SWOT analysis or feedback system to identify the core problem before going ahead to solve those problems.

ii. Identify the causes

After identifying to problem, it is necessary to look for the core cause of the problem. This step contributes big role in finding solution process. According to Mind tools (n.d.), tools like 5 Whys can help to find the root of the cause. In this tool, answers of 5 different why questions are searched in steps to find the root cause of problem. RITN can use any other tool such feedback system or 5 why, but it is essential to find the cause that can help the later steps of problem solving process.

iii. Brainstorm the solutions

After identifying the problem and potential causes, company look for possible solutions to solve the particular problem (EBA, n.d.). One of the ways to look for possible solution is to ask different teams such as finance, human resource, IT departments, and IT consultant to submit their view on their problem and what solutions can be implemented. This way, RITN will have more than one possible solution consider.

iv. Select Appropriate solution

To find most appropriate solution, cross functional teams can discuss on available solutions. After evaluating problems, causes and suitability of solutions teams can reach the agreement on most appropriate solution.

v. Implement Solution

It is necessary to implement the appropriate solution agree to solve the problem. Whole problem solving process is useless if this step is not performed carefully. This step is not necessarily last one, as company can follow up the solution process and monitor the progress with help of feedback channel (ASQ, n.d.). RITN can take help from managers, director, supervisors to implement and

monitor this process.

5. How this strategy will work

5.1.1. Problem: Team member unable to adapt into new team

Using appraisal system to gather information about new employee's performance, his team work, his time management and his capability can help to find the real reason of why he is not able to adapt into new surroundings. Managers and co-workers can participate in appraisal process to find strength and weakness of the employee.

Additional thing that can be done is to review his work responsibilities provided by company, there can be issues like he is given too much workload or his responsibility collides with other member's responsibility. After finding the real reason, this problem can be solved via team meeting, motivation process and providing new responsibility or if needed firing new employee to maintain the team dynamics in organization.

5.1.2. Problem: Conflict between two employees

To solve this problem, one-on-one meeting with both employees can help to understand the situation more clearly. This can provide the idea of if they want to clear their differences or not. We can motivate them to clear their differences so that company can get benefit from their team work. If this issue still seems unresolvable, changing their shift i.e., one employee day and another in night can also solve this issue, additionally we can give warning to both of them so that they won't repeat same behaviors during office time.

5.1.3. Problem: Excessive deference to authority

Staff at RITN often seems to agree with their supervisor's decision during meeting and generally never bring their own idea. Implementing proper feedback system in the organization can help to bring new ideas from each member. We can motivate them to bring their own idea, submit their own views during team meeting to resolve this problem. Additionally, improving communication skill of team members can make them confident speaker, presenter which can help them to give their view, ideas during meeting confidently.

6. Conclusion

Problems can arise in any institution at any time; it is essential to find the core reason of the problem and try to solve them as soon as possible. Problems can be big or small and their solution period can be long and short respectively but its company's responsibility to solve problems rose in to company

to maintain team dynamics and company's growth. RITN has implemented to 3 main problem solving tools and methods: Motivating Team, Effective Appraisal System and SWOT analysis for their problem solving.

Despite having good team works, there are some problems raised in the team which is needed to be resolved as soon as possible. As a trainee IT consultant I made some suggestion for problem solving strategies that company can apply to resolve the issue. These strategies will help to find the main reasons of the issue and solve them.

TASK 2 B

Prepare a convincing report evaluating the potential impact on the Radiant Info Tech business when the strategy you have proposed is implemented. (4.3) D3

Introduction

Many organizations implement problem solving techniques in order to overcome the problems they face related to the organization. According to Schiller (n.d.), problem is gap between company's current state and goals, hence it is essential to handle them with care. Many organizations use different problem solving methods, tools to deal with the problem. In case of RITN, they use SWOT analysis, appraisal system and motivating system.

After inspecting the several problems within the organization, trainee IT consultant was asked to propose a strategy to deal with problem and prevent those problems to occur again. If the proposed strategy is implemented, that can make several impacts in the organization. In this report, potential impacts on RITN business when strategy proposed by trainee IT consultant is implemented.

Potential Impacts

Impact on sales

After the successful implementation of the proposed strategy, identified problems like team usually missing the deadline and conflicts between employees would be solved. Solving these two problems has potential to make huge impact on sales of the company. When the team finishes the project on time and sales team perform their best, the chances of company making more sales is more possible.

Impact on Image of organization

Solution of the certain problems will also make positive impact on the public image of the company. As customers getting their products on time and sales staffs working together this sends positive image of the company in the market. This will bring the positive change in the way how customers, critics and other external stakeholders look towards the organization. This will enhance the reputation of the organization.

Impact on Culture within Organization

Presence of various problems within the organizations such as conflict problems, communication problems, and time management problems can lead to unpleasant environment within the organization (wisegeek. n.d.). This can generate other problems like less loyal employees, harassments, bullying etc. Implement of suggested strategies to eliminate the problems will create

positive atmosphere within organization. This develops better organizational culture.

Impact on Team Dynamics within organization

Another impact of implementing the proposed strategy is it will bring positive team dynamics within the team. When every member feeling good, new staff adapting well and conflict between two staff is resolved, the environment within the team becomes positive causing positive team dynamics.

Impact on organization growth

Problems with the organization can cause stress among the employees. According to CGSST (n.d.), this causes of the increase in absenteeism rates. Large absents of employees hampers the growth of the company. Implementing suggested solution can make impact on this area as they solve the problems within the organization and bringing positive team dynamics.

Impact of Possibility of re-occurrence same problems

One of the core difference between problems solving tools and problem solving strategy is, tools solves the problem temporarily whereas strategy looks for solution and prevents them to re-occur. Suggested strategy will look for core problems, their root cause and discuss on various solution to choose best available solution in order to solve the issue. This not only solves the issues temporarily, but also prevents them or re-occurs in future. Even if they occur again, solution process is much shorter.

Impact on Society

As the Employees of the organizations works within good team dynamics and organizational culture, that will help them to develop different aspect of their personality. Environment of the organization can develop moral values, respect, loyalty, co-ordination etc. characteristics of employees. These characteristics later can help to develop better society with moral values. This will be only possible if suggest strategies will be implemented to eliminate to problems within the organization.

Summary

After the successful implementation of the suggested strategies, there are various positive potential impacts on the business of the RITN. The elimination of the problems helps company to achieve its goals more easily. There can be various impact in the organization such as growth in reputation, growth of organizational culture etc.

It is necessary to keep following up the impact made, keep monitoring them in order to prevent the problems to return. This will help company to identify other problem within the organization and deal with them.

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