

MGT 454.01 WORK TEAMS IN ORGANIZATIONS

Spring 2008
(runs January 16 through May 9)

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REQUIRED TEXT:

- **Making the team. A guide for managers.** 3rd Ed., by L.L. Thomson. Publisher Pearson Prentice Hall. ISBN: 978-0-13-186135-0.
- The text will be necessary from the first week of class. If you have not received your book yet, contact the instructor as soon as possible.

COURSE OBJECTIVES:

The goal of this course is to help the students develop their ability to manage teams and engage in teamwork effectively. For this purpose, the students will develop a thorough understanding of team key processes, evaluate their experiences in previous teamwork, and develop their own tools for teamwork. Learning objectives include:

- To learn how to recognize and understand the complexity of group processes.
- To learn how to build, lead, and maintain a team.
- To learn specific skills of effective group members.
 - Solving and decision making.
 - Especially listening and giving and receiving feedback.
 - Negotiating and managing conflict.
 - Developing appropriate norms.
 - Leading and influencing others, especially in a diverse environment.
 - Managing goal-setting and rewards.
 - Other skills related to understanding self in relation to others in groups.

USE OF WEBCT:

- All email communication with the instructor will need to be directed through WebCT
- Access WebCT through the following web site: <https://salsa.nmsu.edu/>. If you do not have a WebCT account (password and id), you will need to create one in the same web site.

CLASSROOM EXPECTATIONS:

In order for a class to be a good learning environment, a participative climate is very beneficial. In such a climate, students feel the freedom to express their opinions and challenge the class material as well as their own knowledge. However, a climate that fosters learning is importantly based on the instructor and students' respectful and professional behavior.

The following behaviors are expected in the class both from the students and the instructor:

- Be punctual to the class and attend class regularly.
- If, for circumstances beyond your control, you come in late to class, please do so quietly and try not to disturb the class.
- If you need to leave early, please inform the instructor before the start of the class and sit near the door to avoid interrupting it when you leave.
- Turn off (or put in "silence" mode) cell phones, pagers, laptops or any other electronic devices in the classroom.
- Come prepared, ready to participate in discussion.
- During class discussion, listen actively to others' opinions and be respectful to those exposing their opinions.
- Maintain a professional attitude in the class and focus your participation on the topic under discussion.
- Avoid using the class time for other purposes, such as reading the newspaper, reading other type of material, studying for other classes, surfing the web, etc.

PREPARATION FOR THE CLASS:

- Students are expected to read the assigned material ahead of the class and be ready to participate on it.
- Reading the material implies not only reading but also highlighting, summarizing, or writing schemas (studying the material as you think it is more effective).

COURSE DESIGN:

GRADING CRITERIA	
Assignments	Points
12 individual quizzes (@ 10 points each)	120
3 group exams (@ 50 points each)	150
Group Project	150
Total	420

GRADE	%
A	90%-100%
B	80%-89%
C	70%-79%
D	60%-69%
F	<60%

- Students' attendance and class participation will be recorded and it will be considered in deciding borderline grades.
- Grade disputes must be brought to the instructor's attention immediately after receiving the grade assigned. Grading changes will not be considered if requested a week after the grade was assigned or later.

Syllabus Quiz

- A syllabus quiz will be administered through WebCT and all students in the class are required to take it.
- The quiz will be **open until January 18th**.
- This quiz is an open book quiz and the students will have **unlimited opportunities** to take it before the deadline.

Weekly Quizzes

- The purpose of the weekly quizzes is to test the students' basic understanding of the assigned reading for the week (in short: to motivate you to read ☺).
- Every **Monday** there will be a quiz scheduled that will cover the chapter assigned for that same week. The quiz will contain 10 multiple choice questions.
- Students will have 10 minutes to complete the quiz.
- The **lowest score** of the 13 quizzes scheduled will be **dropped**. The second lowest score will be substituted by the score of the **syllabus quiz** (so you really want to do a good job in the syllabus quiz: easy points).

Group Exams

- The purpose of the group exams is to provide the students with group activities that allow collaborative learning. Additionally, these exams require that students organize their knowledge and develop their critical thinking skills to apply the course material in realistic cases.
- Students groups will receive the cases **a week ahead** of the group exams, and will have the class period to respond to a set of questions based on the case.
- The group exams **will last a class period** (50 minutes) and each group is required to work independently.

Group Service Project

- The purpose of the group project is to give the students a group task that is motivating and that requires the development and use of team management and team leadership skills.
- The task chosen for this project will need to fulfill two requirements only: that it provides a **service to the community** and that it requires the team members to **work as a team** (not individually).
- Based on their experience in this group service task, their reflection papers, their self-assessments, and their group evaluations, the students will write a **group learning report** where they will need to explore this group experience and explain their learning as a group.
- The last day to turn in the written portion of the group service project is **April 28**.
- All groups in the class will present their group learning reports in the week of **April 28 to May 2**.
- The **students' grade in this project** will be a compound of three grades: the evaluation of the instructor based on the written portion of the project, peer evaluations within the team based on each members' participation within the team, and the evaluation of the class based on the class presentation. The weight of each of the portions will be decided (within certain limits) by the students in the group.

MAKE-UPS

- The group exams make-ups can **ONLY** be allowed if the student has a legitimate and documented excused absence (e.g.: a legitimate doctor's letter, department letter, etc.).
- The student is responsible for contacting the instructor and providing the necessary documentation.

- The make-up must be scheduled within a week after the missed exam.
- Chapter quizzes cannot be made-up. However, the syllabus quiz grade will be used to replace the lowest grade in the quizzes (a zero in the case of a missed quiz), and the second lowest grade will be dropped.

STUDENTS WITH DISSABILITIES:

Disabilities /Employee Relations: Call the Director of Institutional Equity at **505.646.3635** with any questions you may have about NMSU's Non-Discrimination Policy & complaints of discrimination, including sexual harassment. Call the Coordinator of Services for Students with Disabilities at **505.646.6840** regarding student issues related to the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially.

INCOMPLETES ("I" grades)

Given for passable work that could not be completed due to circumstances beyond the student's control (e.g., severe illness, death in the immediate family). These circumstances must have developed after the last day to withdraw from the course. Requests for "I" grades should be made to the instructor, but must be approved by the Management Department Head.

WITHDRAWALS

It is the responsibility of the student to know important dates such as University drop dates. Moreover, it is the responsibility of the student to officially withdraw from any class that he or she intends to drop.

ACADEMIC MISCONDUCT

Cheating will not be tolerated. Punishment for those caught cheating will be an "F" in the course. The person will also be subject to further sanctions as indicated in the student code of conduct http://www.nmsu.edu/Campus_Life/vpsa/public_html/SCOC/misconduct.html. The following information has been extracted from the Student Code of Conduct:

Academic Misconduct- Any student found guilty of academic misconduct shall be subject to disciplinary action. Academic misconduct includes, but is not limited to, the following actions:

1. Cheating or knowingly assisting another student in committing an act of cheating or other forms of academic dishonesty;
2. Plagiarism, which includes, but is not necessarily limited to, submitting examinations, themes, reports, drawings, laboratory notes, undocumented quotations, computer-processed materials, or other material as one's own work when such work has been prepared by another person or copied from another person;
3. Unauthorized possession of examinations, reserve library materials, laboratory materials, or other course-related materials;
4. Unauthorized changing of grades on an examination, in an instructor's grade book, or on a grade report; or unauthorized access to academic computer records;
5. Nondisclosure or misrepresentation in filling out applications or other University records in, or for, academic departments or colleges.