

MGT 454.01 WORK TEAMS IN ORGANIZATIONS

Spring 2007
(runs January 18 through May 11)

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REQUIRED TEXT:

- **Making the Team. A guide for managers.** 2nd Ed., by L.L. Thomson. Publisher Pearson PrenticeHall: 2004. ISBN: 0-13-141658-8.
- The text is absolutely 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 you be able to more fully utilize the resources of any group or organization with which you are working. Learning objectives include:

- To learn how to recognize and understand the subtleties of group processes.
- To learn how to build, lead, and maintain a team.
- To learn 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 diverse others.
 - Managing goal-setting and rewards.
 - Other skills related to understanding self in relation to others in groups.

USE OF WEBCT:

- All 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.
- The syllabus, tentative schedule, and other materials for the course will be available also through WebCT.

CLASSROOM EXPECTATIONS:

- Students should come prepared to the class, having read the assigned material for the week and ready to actively participate.
- Cellphones, pagers, laptops, and other electronic devices are not allowed and should be turned off during the class.
- Interaction between students and with the instructor is expected to be respectful and students should be ready to listen actively and contribute to class discussions.

COURSE DESIGN

GRADING CRITERIA	
Assignments	Points
Attendance, participation, and journals	120
4 individual quizzes (@ 30 points each)	120
4 group quizzes (@ 30 points each)	120
Group case/analysis paper	140
Total	500

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

Journal

- Students will need to keep an individual journal in which they are expected to reflect and analyze their experiences in each class period and team meeting.
- The journal will be collected three times during the semester, the last one on May 7 (the other two times will be announced one class period ahead of time).

Individual Exams

- There will be 4 individual exams with multiple choice questions (each covering three chapters of the texts). They will not be cumulative.
- Each of these exams will cover the material assigned and discussed since the previous one.

Group Exams

- A group exam will follow each of the individual exams in the next class period, and will cover the same chapters.
- The purpose of group exams is the facilitation of cooperative learning among the members of the team, and will require team members to work together in solving the group quiz.

Group Case or Process Analysis

- The purpose of the final group project is to allow students to show their learning throughout the class and their critical skills to apply the class material to a real life situation or case.
- Further information will be provided about the group case project along the semester.
- The deadline for this project is May 7.

ABSENCES AND MAKE-UPS

- Students are expected to attend all class sessions. However, students need to miss a class sometimes. Two unexcused absences are permitted. Otherwise, unless the
- Individual 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.).
- Since group exams cannot be made up, the student will be responsible from contacting the instructor and request a special make-up.

DISPUTES ON GRADES

- Disputes on grades should be done immediately; that is, during the week after the grade is provided. Later disputes will not be considered.

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; last day to withdraw with a 'W' is March 12. 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.

**TENTATIVE SCHEDULE & IMPORTANT DATES
MGT454.01 SPRING 2007**

Week and Topic	Assignments Due and Important Dates
JAN 18 Syllabus and Kolb's experiential learning model	READING: Syllabus and tentative schedule. GROUP FORMATION.
JAN 22, 24, 26 Introduction to teamwork	READING DUE: Chapter 1 SYLLABUS QUIZ: Will cover the syllabus, tentative schedule, and the website's structure. <u>January 22.</u>
JAN 29, 31 & FEB 2 Team productivity and threats to productivity	READING DUE: Chapter 2 TEAM PERFORMANCE IN-CLASS EXERCISE. <i style="text-align: center;">JANUARY 30 IS THE LAST DAY TO ADD A COURSE</i>
FEB 5, 7, 9 Team compensation and performance appraisals	READING DUE: Chapter 3 INDIVIDUAL EXAM 1: Will cover Chapters 1, 2 & 3. <u>February 7</u> GROUP EXAM 1: Will cover Chapters 1, 2 & 3. <u>February 7</u>
FEB 12, 14, 16 Team formation and development.	READING DUE: Chapter 4 NORM DEVELOPMENT IN-CLASS ACTIVITY.
FEB 19, 21, 23 Team cognition: communication and team knowledge.	READING DUE: Chapter 5
FEB 26, 28 & MAR 2 Team decision making: methods and pitfalls.	READING DUE: Chapter 6 ROLE PLAY: <u>Group presentation of decision making pitfall due Feb 28.</u> INDIVIDUAL EXAM 2: Will cover Chapters 4, 5 & 6. <u>February 28</u> GROUP EXAM 2: Will cover Chapters 4, 5 & 6. <u>March 2</u>
MAR 5, 7, 9 Conflict in teams.	READING DUE: Chapter 7
MAR 12, 14, 16 Creativity in teams.	READING DUE: Chapter 8 GROUP DECISION MAKING IN-CLASS ACTIVITY. <i style="text-align: center;">MARCH 12 IS THE LAST DAY TO DROP WITH "W"</i>

MAR 19 TO 23	<i>SPRING BREAK</i>
MAR 26, 28, 30 Networking, Social Capital, Integration across teams.	READING DUE: Chapter 9 INDIVIDUAL EXAM 3: Will cover Chapters 7, 8 & 9. <u>March 28</u> GROUP EXAM 3: Will cover Chapters 7, 8 & 9. <u>March 30</u>
APR 2, 4 Team participation in Decision Making.	READING DUE: Chapter 10 TEAM PARTICIPATION IN-CLASS CASES. <i>APRIL 6 IS SPRING HOLIDAY</i>
APR 9, 11, 13 Team leadership roles.	READING: Handout given during the class. LEADERSHIP ROLES IN-CLASS ACTIVITY.
APR 16, 18, 20 Boundary management and shared leadership.	READING DUE: Handout given during the class. VIDEO: Music meets Business.
APR 23, 25, 27 Interteam relations.	READING DUE: Chapter 12 COALITION IN-CLASS EXERCISE.
APR 30 & MAY 2, 4 Virtual teams.	READING DUE: Chapter 13 VIRTUAL TEAMWORK ACTIVITY. INDIVIDUAL EXAM 4: Will cover Chapters 10, 11 & 12. <u>May 2</u> GROUP EXAM 5: Will cover Chapters 10, 11 & 12. <u>May 4</u>
MAY 7, 9, 11 TBA.	GROUP CASE OR ANALYSIS PAPER: <u>Due May 7.</u> JOURNALS DUE*: <u>Due May 7.</u> <i>EXAM WEEK (NO FINAL IN THE CLASS)</i> <i>MAY 11 IS THE LAST DAY OF CLASSES</i>

* Journals will be collected threetimes during the semester. Only the last due date is set at this point.
Theother two will be informed during the semester.