

MGT 454.M01 WORK TEAMS IN ORGANIZATIONS

Spring 2009

January 14 through May 8: MWF 10:30 – 11:20 a.m., BC 108

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Office: GU 300-I

Office Hours: Mon, 9:30 – 10:30 a.m.;

Thurs, 2:45 – 3:30 p.m.

REQUIRED TEXT:

- **Making the Team. A guide for managers.** 3rd Ed., by Leigh Thomson. Publisher Pearson PrenticeHall: 2004. ISBN: 0-13-141658-8.

COURSE OBJECTIVES:

The goals of this course are to increase your knowledge of teams (how they form, develop, communicate, and maintain themselves) and to increase your self-awareness with respect to being a team member. 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
 - Problem solving and decision-making
 - Listening, giving, and receiving feedback
 - Negotiating and managing conflict.
 - Developing appropriate group norms
 - Leading and influencing others
 - Managing goal-setting
 - Additional skills related to gaining self-awareness and understanding self in relation to others in groups.

USE OF WEBCT:

- All e-mail communication with the instructor should be conducted 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 ETIQUETTE:

My basic assumptions are that all students enrolled in this course are academically capable, and are taking the class to learn the intricacies of group work. In order to

foster a positive and respectful learning environment, I expect that we behave professionally and courteously. Below are some specific guidelines:

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- **Cell phones, pagers, or any other electronic devices should be turned off & put away before the start of class. If you need to use them, please wait until class is over. Laptops are OK for note-taking.**
 - I expect all each of us to:
 - o Respect the opinion of others
 - o Listen actively
 - o Participate actively
 - Attend class regularly & on time – In addition to 1 point per attendance, students with perfect attendance (including any excused absences with doctors’ letters, athletic team travel etc.) will receive 10 extra-credit points at the end of the semester
 - If you come in late to class due to a circumstance beyond your control, please do so quietly. If you must leave early on occasion, inform the instructor at the beginning of the class & sit near the door. These guidelines should help to minimize interruptions, and they will be facilitated if students will leave a few seats nearest the door unoccupied.
 - Please do not take restroom or cigarette breaks during class -- do that before class. It is very disruptive to have people getting up, leaving & coming back during the class.
 - Beverages are o.k.; eat discreetly
 - Do not read newspapers or any other non-class materials during the class.
 - Please WAIT until class is dismissed before you gather up your things to leave.
 - You do not need to bring your textbook to class, but you should have read, taken notes and prepared for the discussion, and completed any assignments before class.
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COURSE DESIGN

GRADING CRITERIA	
Assignments	Points
11 Individual Quizzes @ 10 points each (drop lowest)	100
Individual Journal	90
Personal Learning Paper	60
RBS Project	80
2 group cases (@ 25 points each)	50
Group Project	125
Attendance	45
Total	550

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

Individual Quizzes

- There will be a multiple-choice/ short answer quiz on each chapter once a week starting during the week of January 26. The purpose of the quizzes is to ensure familiarity with important concepts pertaining to teams.
- I have chosen to give short weekly quizzes instead of tests in order for students keep up with the readings throughout the semester and reduce stress related to testing.

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 6 (the other two times will be announced one class period ahead of time).

Personal Learning Paper

- This 3 – 4 page paper summarizes students' experiences and what they have learned about teamwork, and themselves in relation to their throughout the semester. This paper is due in on May 6.

RBS Exercise

- This exercise is designed for students to explore their strengths. Additional information will be provided during the course of the semester. This exercise is due in on April 8.

Group Cases

- There will be two in-class group cases during the semester. 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 analyzing and presenting solutions for the case. The first case is on February 25; the second on April 15.

Group Project

- The purpose of the final group project is for students to utilize their critical thinking skills and what they have learned throughout the semester to a real life situation or case.
- Further information will be provided about the group case project along the semester.
- The due date for this project is May 1.

ADMINISTRATIVE POLICIES:

ACADEMIC MISCONDUCT:

Cheating, in any form, will not be tolerated. Any students found cheating will receive an F in the course and may be subject to further sanctions as indicated in the Student Code of Conduct including possible dismissal from the academic program or from the University. Refer to the NMSU Student Handbook for additional information.

ATTENDANCE POLICY:

We will be doing exercises on certain class dates so it is very important for all group members to be present. Attendance will be taken at each class meeting and is worth 45 points. We have 45 class meeting dates this semester – students will receive one point per class towards attendance so make sure that you sign the attendance roster before leaving each day. Students with perfect attendance (including any excused absences with doctors' letters, athletic team travel etc.) will receive 10 extra credit points (not percentage) in addition to the 45 attendance points at the end of the semester.

- Individual quiz make-ups are **ONLY** allowed if the student has a legitimate and documented excused absence (e.g.: a legitimate doctor's letter, department letter, etc.).
- Since group cases cannot be made up, the student (with an excused absence) is responsible for contacting the instructor to request a special make-up exam.

DISABILITIES/ EMPLOYEE RELATIONS:

Disabilities/Employee Relations: Feel free to 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.

GRADES

Any questions/ disputes regarding grades should be addressed with the instructor during within one week of receiving the grade. Later disputes will not be considered.

INCOMPLETES ("I" Grades):

"I" grades are 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 (October 15). Requests for "I" grades should be made to the instructor, but must be approved by the head of the Department of Management.

WITHDRAWALS:

Students are responsible for being aware of important academic dates such as University drop dates. Moreover, it is the student's responsibility to officially withdraw from any class that he or she intends to drop. The last day to withdraw with a "W" is Monday, March 9th, 2009. The last day to withdraw from the University is Friday, April 17th, 2009.

TENTATIVE SCHEDULE & IMPORTANT DATES
MGT454.M01 SPRING 2009

Week and Topic	Assignments Due and Important Dates
JAN 14, 16 Syllabus and Kolb's experiential learning model	READING: Syllabus and tentative schedule. GROUP FORMATION
JAN 21, 23 Introduction to teamwork	SCAVENGER HUNT EXERCISE – High Performance High Commitment Teams JANUARY 19: University Closed for Martin Luther King, Jr. Day
JAN 26, 28, 30 Performance & Productivity: Team Performance Criteria and Threats to Productivity	READING DUE: Chapter 2 Quiz 1 (Chapter 2) – Jan 20
FEB 2, 4, 6 Rewarding Teamwork: Compensation and Performance Appraisals	READING DUE: Chapter 3 Quiz 2 (Chapter 3) – Feb 6
FEB 9, 11, 13 Designing the Team: Tasks, People, and Processes	READING DUE: Chapter 4 Quiz 3 (Chapter 4) – Feb 13
FEB 16, 18, 20 Team Identity, Emotion, and Development	READING DUE: Chapter 5 Quiz 4 (Chapter 5) – Feb 20
FEB 23, 25, 27 Sharpening the Team Mind: Communication and Collective Intelligence	READING DUE: Chapter 6 In-CLASS GROUP CASE 1: February 25 Quiz 5 (Chapter 6) – Feb 27
MAR 2, 4, 6 Team Decision Making: Pitfalls	READING DUE: Chapter 7 Quiz 6 (Chapter 7) – March 6

and Solutions	
MAR 9, 11, 13 Conflict in Teams: Leveraging Difference to Create Opportunity	READING DUE: Chapter 8 Quiz 7 (Chapter 8) – March 13 MARCH 9 IS THE LAST DAY TO DROP WITH “W”
MAR 16, 18, 20 Creativity: Mastering Strategies for High Performance	READING DUE: Chapter 9 Quiz 8 (Chapter 9) – March 20
MAR 21 TO 29	SPRING BREAK
MAR 30, APR 1, 3 Networking, Social Capital, and Integrating Across Teams	READING DUE: Chapter 10 Quiz 9 (Chapter 10) – April 3
APR 6, 8 Team leadership roles.	READING: Handout given during the class. RBS EXERCISE DUE: April 8 APRIL 10 IS SPRING HOLIDAY
APR 13, 15, 17 Boundary management and shared leadership.	READING DUE: Handout given during the class. IN-CLASS GROUP CASE 2: April 15 APRIL 17 IS THE LAST DAY TO WITHDRAW FROM NMSU
APR 20, 22, 24 Interteam relations: Competition and Cooperation	READING DUE: Chapter 11 Quiz 10 (Chapter 12) – April 17
APR 27, 29 & MAY 1 Teamwork via information Technology: Teaming Across distance and Culture	READING DUE: Chapter 13 GROUP PROJECT DUE: May 1 Quiz 11 (Chapter 13) – May 1
MAY 4, 6, 8	PERSONAL LEARNING PAPER: <u>Due May 6.</u> JOURNALS DUE*: <u>Due May 6.</u> EXAM WEEK (NO FINAL IN THE CLASS) - MAY 1 IS THE LAST DAY OF CLASSES

