Summer 2015  
MGT 454 M01
WORK TEAMS IN ORGANIZATIONS
Mon/Wed/Fri: 12:30-3:00 pm 
BC 102

INSTRUCTOR INFORMATION
Instructor: Gabriella Lewis  
Email: CANVAS  
Office: Domenici Hall 002A  
Phone: (575) 646-2641  
Office Hours: By appointment

COURSE MATERIALS

Other: Supplemental videos and readings will be posted on Canvas or handed out in class.

COURSE CATALOG DESCRIPTION
MGT 454 Work Teams in Organizations (3 cr)
Theories of small groups and their application to the work situation. Why and how groups form, grow, communicate, and maintain themselves. Prerequisites: senior or above standing.

COURSE OBJECTIVES
• Learn how to recognize and understand the subtleties of group processes.  
• Learn how to build and maintain a team.  
• Learn skills of effective group members (problem solving and decision making, communication, managing conflict, developing appropriate norms, leading and influencing others, etc…)

*IMPORTANT*
This course will demand active involvement by all participants. Course sessions will not focus on textbook facts, but will comprise numerous activities and experiences that cannot be replicated without being in attendance. The beginning assumption in this course is: to learn about teams and work groups requires that you need to be a member of a team in which course concepts and ideas exist and can be applied.

COMMUNICATION WITH THE INSTRUCTOR
PLEASE USE CANVAS EMAIL (NOT NMSU EMAIL) FOR ALL COURSE COMMUNICATION. If an emergency occurs and you must reach me immediately, you may email me at glewis08@nmsu.edu.
**I will make every effort to reply to your email within 24-48 hours.** If it is a matter that requires special consideration, I will send an initial response indicating my receipt of your message and a follow-up message once the issue is resolved.

**GRADING/ASSIGNMENTS**

*Note: Check your posted grades frequently. Any questions regarding grades should be submitted in writing within 48 hours after the grade has been posted.*

**Personal Journal and Learning Logs (5 entries for 15 points each - 75 points):**

Each individual will be a team member, but will also be a participant observer of the interaction dynamics of their group and the entire class. Each individual is required to keep a written account of their observations, thoughts, feelings, etc. for each meeting of the class and meetings of their team (both inside and outside of class). The journal requirement is an exercise in self-reflection. The comments you make in your journal will reveal your personal reactions to the class, how you conceptually put these experiences into some perspective, and what you have learned from this experience. You might start the first entry by writing about what happened during the first class session and how you felt about the class. In addition to these comments in your journal entry you should also indicate how your observations relate to team concepts you read in your text, the assigned articles, and our class discussions. This is not a task that can be reconstructed too long after the fact, but **must be kept current**. Thus, you will need to submit your journal entry via Canvas each week by **Friday at 11:59 p.m.** You will need to turn in a total of five entries. These could be all class reflections OR a combination of class and external (out-of-class) team meeting reflections.

*Please note, your entries will be completely confidential.*

**Quizzes (5 quizzes for 15 points each - 75 points):**

It is imperative that you read the assigned material in order to contribute to class discussion as well as contribute to your team. As such, I reserve the right to provide you with **pop quizzes** throughout the semester as an opportunity to demonstrate your preparation for class.

**Team-Led Facilitation (60 points):**

Each team will lead the class in an exercise of their choice. This will occur in the latter part of the semester to give teams an opportunity to participate in and observe various activities led by the instructor. Once teams are formed and the instructor knows how many weeks to plan for team-led activities, I will assign activity dates and provide at least one class session for teams to prepare.
**Personal Learning Paper (40 points):**
Students will write a concise paper documenting what they have learned about work teams and themselves from participating in this course. A separate handout will be provided at a later date with additional details.

**Points Possible:**
- Personal Journal and Learning Logs (5): 75
- Quizzes (5): 75
- Team-Led Facilitation: 60
- Personal Learning Paper: 40
- **Total:** 250

To calculate your grade, then, you only need to divide the total number of points you have earned to date by the total points possible to date. At the end of the semester, you only need to take your total points and divide by 250 to give you your grade as a percent (e.g., 0.9 = 90%).

The grading scale is as follows:
- A 225-250 points
- B 200-224 points
- C 175-199 points
- D 150-174 points
- F <149 points

Please note that I do not round grades (e.g. 89.99% = B; 90.00% = A) nor use the fractional grading system.

**Attendance and Participation:**
Due to the nature of this course and my assumptions about learning, **attendance and active class participation are mandatory and required of all class members.** At my discretion, an individual’s grade may be increased due to superior in-class participation that helps create enhanced learning opportunities for other class members. In addition, lack of attendance and appropriate participation will result in a lower individual grade.

**PRELIMINARY COURSE CALENDAR**

<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPIC</th>
<th>READINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/3</td>
<td>Introductions</td>
<td>MBTI</td>
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<tr>
<td>FRI</td>
<td>Syllabus</td>
<td>Team Player survey</td>
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<tr>
<td>7/6</td>
<td>Effective Teams</td>
<td>Text: <strong>Introduction, Ch. 1</strong></td>
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<tr>
<td>MON</td>
<td></td>
<td>Articles (on Canvas):</td>
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<tr>
<td></td>
<td></td>
<td>‘Eight Ways to Build Collaborative Teams’</td>
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<td></td>
<td></td>
<td>Team Assignments</td>
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<tr>
<td>Date</td>
<td>ACTIVITY</td>
<td>Activity Details</td>
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<tr>
<td>7/8 WED</td>
<td></td>
<td>Article (on Canvas): ‘The Three Pillars of a Teaming Culture’ TEAM 1</td>
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<tr>
<td>7/10 FRI</td>
<td>Clear Goals</td>
<td>Text: Ch. 2</td>
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<tr>
<td>7/13 MON</td>
<td>Results-Driven Structure (Types of Teams)</td>
<td>Text: Ch. 3 Articles (on Canvas): ‘The Myth of the Top Management Team’ - TEAM 2 ‘Can Absence Make a Team Grow Stronger’ - TEAM 3 Offbeat Teams</td>
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<td>7/15 WED</td>
<td></td>
<td>ACTIVITY</td>
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<td>7/17 FRI</td>
<td>Competent Team Members; Best-Self</td>
<td>Text: Ch. 4 Article (on Canvas): ‘How to Play to Your Strengths’ - TEAM 1</td>
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<tr>
<td>7/20 MON</td>
<td>Unified Commitment</td>
<td>Text: Ch. 5 Article (on Canvas): ‘Firing Up the Front Line’ - TEAM 2</td>
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<td>7/22 WED</td>
<td></td>
<td>ACTIVITY</td>
</tr>
<tr>
<td>7/24 FRI</td>
<td>Collaborative Climate</td>
<td>Text: Ch. 6 Article (on Canvas): ‘The Enemies of Trust’ - TEAM 3</td>
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<td>7/27 MON</td>
<td>Standards of Excellence</td>
<td>Text: Ch. 7 Article (on Canvas): ‘Men and Women at Work’</td>
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<td>7/29 WED</td>
<td></td>
<td>ACTIVITY Prepare for team activity</td>
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<tr>
<td>7/31 FRI</td>
<td>TEAM 1</td>
<td>Activity, class evaluations, team-led discussion</td>
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<tr>
<td>8/3 MON</td>
<td>TEAM 2</td>
<td>Activity, class evaluations, team-led discussion</td>
</tr>
<tr>
<td>8/5 WED</td>
<td>TEAM 3</td>
<td>Activity, class evaluations, team-led discussion Personal learning papers due!</td>
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*Schedule is subject to change. Changes will be announced in class and/or on Canvas.

*PLEASE REMEMBER TO SUBMIT YOUR PERSONAL JOURNAL AND LEARNING LOG ONLINE VIA CANVAS BY 11:59 P.M. FRIDAY. YOU MAY SUBMIT THESE TEXT ENTRY BOX OR FILE ATTACHMENT.*
ADMINISTRATIVE INFORMATION

**Punctuality:** Part of my role as the instructor is to help you to understand the importance of punctuality in your future endeavors. Your future managers (and you, if you become one!) will likely not tolerate showing up late for work on a consistent basis. Thus, I reserve the right to revoke any points given during a particular class (participation, quiz, or otherwise) if you show up significantly late to class.

**Electronic Devices:** There are no electronic devices permitted during class time (cell phones, laptops, etc…)

**Excused Absence:** For documented severe illness or death in the immediate family.

**Authorized Absence:** It is University policy that “Students making satisfactory progress in their classes will be excused from classes when they are representing New Mexico State University on a university sponsored event (e.g., ASNMSU President represents NMSU at legislative session, student-athletes competing in NMSU scheduled athletic events or education field trips and conferences). Authorized absences do no relieve the student of class responsibilities. Prior written notice of the authorized absence will be provided to the instructor by the sponsoring department.”

**Religious Absence:** It is the student’s responsibility to review the class schedule attached to this syllabus, and to inform the instructor in writing within the first two weeks of class of a student’s religious reason for requesting an excused absence from class.

**Incompletes:** See the undergraduate catalog for complete policy details. Incompletes are rarely awarded; however, under special circumstances incompletes may be awarded 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 head of the Department of Management. Do not ask for an “I” grade in lieu of a “D” or “F” grade.

**Academic Integrity:** Cheating is forbidden. This includes plagiarism. Please refer to the following link for more information: [http://lib.nmsu.edu/plagiarism/](http://lib.nmsu.edu/plagiarism/). Ask me if you are unsure! Anyone found violating this policy will receive an “F” in the course and be subject to further sanctions as indicated in the Student Code of Conduct including possible dismissal from the academic program or the University. It is your responsibility to be familiar with this code.

**Withdrawals:** It is the responsibility of the student to know important dates such as University drop dates.
**ADA Statement:** Feel free to call the Student Accessibility Services (SAS) Office at 575-646-6840 or email at sas@nmsu.edu with any questions you may have on student issues related to the Americans with Disabilities Act (ADA and/or Section 504 of the Rehabilitation Act). Students requesting accommodation and/or services relating to a disability may seek assistance from the SAS Office located in Corbett Center, Room 244. All medical information will be treated confidentially. *If you have already registered, please make sure that your instructor receives a copy of the accommodation memorandum from SAS within the first two weeks of classes. It is your responsibility to inform either your instructor or an SAS representative in a timely manner if services/accommodations provided are not meeting your needs.*

**Discrimination/Harassment:** Questions regarding NMSU’s non-discrimination policy and discrimination complaints should be referred to the Office of Institutional Equity, 575-646-3635.

**STUDENT RESOURCES:**

- **Academic Survival Kit:** Business Writing and Presentation Resources can be found online at: http://business.nmsu.edu/students/survival-kit/

- **NMSU Writing Center:** http://english.nmsu.edu/resources/writingcenter/undergrad.html

- **NMSU Student Success Centers:** http://ssc.nmsu.edu/

- **Purdue Online Writing Lab:** http://owl.english.purdue.edu/

- **NMSU Career Services:** http://careerservices.nmsu.edu/