

YORK UNIVERSITY
SCHOOL OF ADMINISTRATIVE STUDIES
FACULTY OF LIBERAL ARTS & PROFESSIONAL STUDIES

AP/HRM 4495 – MANAGING EFFECTIVE GROUPS AND TEAMS
Winter 2014
Wed 16:00 -19:00, SC 218

Instructor: Dr. Sabrina Deutsch Salamon
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Course website <http://maple.eso.yorku.ca/2014w-aphrm4495m-03>

PREREQUISITES: AP/ADMS 1000 3.00, AP/ADMS 2400 3.00, and AP/HRM 2600 3.00. Please do not take this course if you do not have the prerequisites. You may be asked to drop the course at any point throughout the term if you do not have the prerequisites.

LATE ENROLMENT IS STRONGLY DISCOURAGED. GROUPS WILL BE FORMED AT THE SECOND WEEK OF CLASS. IF YOU ENROLL AFTER THE SECOND WEEK, YOU DO SO AT YOUR OWN RISK.

Office Hours: by appointment

If you would like to discuss your progress in the course or if you need assistance with the course material, please send me an e-mail to set up an appointment. I encourage you to meet with me as soon as possible if you have any questions or concerns.

Course Objectives

The objectives of this course are: (1) to develop your understanding of how groups and teams in organizations operate, (2) to help you become adept in diagnosing and analyzing group processes, and (3) to provide opportunities for building your hands-on skills in intervening in groups in a productive manner.

Required Materials

Textbook:

Thompson, L. (2014). Making the team: A guide for managers. Upper Saddle River, New Jersey: Prentice Hall. 5th edition.

In addition to the textbook, students are required to pay for 4 exercises through the bookstore. These exercises will be provided in class once students show proof of purchase.

Supplementary readings will be assigned in class throughout the term.

Instructional Methods

The course combines theoretical and experiential learning through in-class group exercises, class discussions, out-of-class group activities, and individual reflective assignments. In the second class, you will form teams of 5-6 members. You will work closely with your team throughout the term, during both in-class exercises and out of class projects/assignments.

Class Code of Conduct

You are expected to contribute to the creation of a classroom climate that is supportive, inclusive and conducive to learning. Please note the following expectations:

- Attendance and preparation. Attend all classes and arrive well prepared.
- Appropriate use of laptop computers. Students are permitted to use their laptops to take notes in class. All of the following will be considered violations: email; making notes/preparing for another class, web-browsing.
- Be courteous. Come on time and do not leave early. Do not interrupt or engage in private conversations while others are speaking and respect others' time.
- Debating ideas and expressing disagreement is encouraged while simultaneously suppressing personal attacks.
- Class discussion stays in class.
- It is inappropriate to discuss exercises with others not enrolled in the course.

Course Evaluation:

Your overall mark will be based on individual marks, group marks and peer evaluations as follows:

Overall Mark = *Individual Marks* + (*Group Marks* x *Average Peer Evaluations*)

Individual Marks:

Class Participation	10%
Quizzes	10%
Midterm Exam	25%
Goal Statement I, II	4%
Reflection paper	15%

Group Marks:

Team contract	2%
Team work plan	2%
Team progress report	2%
Team Project:	
Written Report	20%
Presentation	10%

Average Peer Evaluations:

Each member will assign a weight that represents the contribution of each team member to the team such that the average weight assigned to team members is exactly 100. Note that you are not allowed to give to any team member more than 120 or less than 80. Students who fail to hand in peer evaluations on time will receive an average peer evaluation of 50.

Exams and Assignments

Individual Exams/Assignments/Quizzes

1. Class Participation (10%) Participation is one of the best ways to learn material and get the most out of a course. You will be evaluated on your attendance and the quality of your contributions and insights.

- Arrive on time and attend all classes. If you absolutely must be late or absent, contact me by e-mail 24 hours in advance. **Failure to do so will affect your participation mark.**
- Complete all the assigned readings for each session **before** coming to class. Your participation mark will be greatly influenced by the extent to which you demonstrate that you came prepared to class.
- Quality comments build on others' comments and contribute to moving the discussion and analysis forward. In debriefing exercises, your efforts should focus on inducing general principles from the experiences of the groups in the class.

2. Quizzes (10%) You are expected to complete each class's assigned readings prior to coming to class. At the beginning of several classes -- starting the second week of classes - I will administer a quiz with questions about the readings that were assigned for that day. There will be a total of 6 quizzes throughout the term, the best 5 will count towards your grade. There are no make up quizzes.

3. Midterm Exam (25%) The mid-term exam is a closed-book exam covering materials discussed in class (including group exercises, class discussions, etc) and the relevant material in the textbook and assigned readings.

In case of illness, you are expected to contact me by e-mail BEFORE the midterm exam. The only acceptable documentation is a completed Attending Physician's Statement. This form can be accessed at the Registrar's Office website:

http://www.yorku.ca/grads/forms/NEW/attending_physician_statement.pdf

Documentation needs to be submitted within one week from the date of the midterm examination. Failure to notify me in advance or/and submit appropriate documentation in a timely manner will result in a mark of zero.

4. Goal Statement I, II (2% each) You will submit two goal statements, see due dates in table below. The first statement will describe your goals to be met by the end of this course, the second will analyze your personal learning, and will include an evaluation of the extent to which you accomplished the goals you set in your goal statement. Each of these items will be discussed in class. Each statement should be 1-2 typed pages. Please use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around. Late Goal Statements will not be accepted.

5. Reflection Paper (15%). You are expected to hand in a reflection paper that includes your analysis of your team's processes throughout the term. Application of relevant theory and/or concepts is a critical aspect of this paper. To write a strong reflection paper, it is highly recommended that you keep a journal of your group interactions throughout the term. This paper should not exceed 6 typed pages. Please use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around. Late Reflection Papers will not be accepted.

Group Assignments

1. Team Process deliverables (2% each). Your team will be responsible for submitting: (1) a team contract, (2) a team work plan, and (3) a team progress report. Each of these items will be discussed in class. Please see the schedule below for due dates.

2. Team Project (30%). Your group will study a significant issue/challenge that teams in organizations currently face. You are to investigate this issue in depth and come up with recommendations on how to manage it effectively. Additional details will be provided during the first class. This assignment will not only provide you a chance to learn about real issues that teams in organizations currently face, but also give you an opportunity to observe, analyze and manage your own team processes.

The graded components are as follows:

- **Written Report (20%).** Your report should include an introduction that explains the issue and its importance, a literature review that describes what is currently known about the topic and your recommendations for organizations on how to manage the issue. The report should be no more than 8 typed pages (excluding appendices). Please use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around. Due date March 26th, 2014. Late reports will not be accepted.
- **Presentation (10%).** Each team will prepare a presentation that should describe the key elements of your project and your recommendations. Both your fellow classmates (50%) and I (50%) will grade your team's presentation. The criteria to be used for evaluation will be discussed in class. Failure to submit a presentation grade will affect your participation mark.

Tentative Schedule* & Assignments Due Dates

Date	Topic	Readings from textbook **	Assignment Due***
Week 1: Jan 8	Course Overview & Introduction	Thompson Ch.1 Argyris, C. (1991). Teaching smart people how to learn. <i>Harvard Business Review</i> , 69(3).	
Week 2: Jan 15	Team Characteristics & Performance	Thompson Ch.2 & 4 Quiz #1	Personal Goal Statement I
Week 3: Jan 22	Team Development & Diagnosis	Thompson Ch.5 Quiz #2	Team Contract
Week 4: Jan 29	Communication & Collective Intelligence	Thompson Ch.6 Quiz #3	
Week 5: Feb 5	Cancelled (snow day, replaced with team meetings with professor)		Team Work Plan
Week 6: Feb 12	Decision Making in Teams	Thompson Ch.7 Quiz #4	
Feb 19	Reading Week		
Week 7: Feb 26	Midterm Exam		

Week 8: March 5	Managing Conflict in Teams	Thompson Ch.8	Team Progress Report
Week 9: March 12	Team Leadership	Thompson Ch.11 Quiz #5	
Week 10: March 19	Interteam Relations & Feedback	Thompson Ch.12 Quiz #6	
Week 11: March 26	Project Presentations		Team Project Reports
Week 12: April 2nd	Project Presentations & Course Wrap-Up		Reflection Paper, Peer Ratings, and Personal Statement II

**The professor reserves the right to change or alter this schedule with ample notice to students*

*** Additional readings will be assigned in class. All readings should be completed before class.*

****To be handed in at the beginning of class*