



BUSI 3105 A

Managing Groups

Winter 2014

INSTRUCTOR:	Dr. Robert Smart
CLASS TIME:	Wednesdays 8:35 am - 11:25 pm.
CLASSROOM	Southam Hall 317
OFFICE:	1013DT
OFFICE HOURS:	Wednesdays 11:35-12:35 or by appointment
COURSE WEB PAGE:	CuLearn at https://www.carleton.ca/culearn/
E-MAIL:	robert_smart@carleton.ca

COURSE PREREQUISITES

Registration in B.Com. and BUSI 2101 with a grade of C or higher.
This course is a prerequisite to BUSI 4109 (with a grade of C- or higher)
The School of Business enforces all prerequisites.

COURSE DESCRIPTION

This course explores the challenges and opportunities for managing the effectiveness of teams in organizations today. Topics include team formation, development, conflict, diversity and leadership. Extensive use is made of experiential learning in a team setting to help learners understand the theory and practice of team effectiveness.

BUSI 3105 is a core course in the School's concentration in Managing People & Organizations. While BUSI 3104 focuses on managing individuals and BUSI 3103 focuses on organizations, 3105 highlights the team. Students will learn fundamental concepts and develop relevant skills relating to teams in business settings.

COURSE APPROACH

The class will be held in an interactive format and your ability to work in a team setting will be challenged and developed on a weekly basis. We will learn through lectures, readings, discussions, videos, class simulations, team competitions and individual assignments. Because this course is in a highly interactive format, the effectiveness of this course depends on your commitment interaction. For this course to succeed, you must prepare for all classes, attend all classes, contribute to class discussions and exercises, and thoughtfully complete assignments.

TEXT

Thompson, L. (2013). *Making the Team: A Guide for Managers* (5th Edition), Upper Saddle River, NJ: Prentice Hall. ISBN: 0132968088

Robbins S. (2009). *Self-Assessment Library: Insights into Your Skills Interests and Abilities*, Version 3.4, Upper Saddle River, NJ: Pearson Education

LEARNING OUTCOMES

1. Following the completion of the course, you should be able to: Recognize, define, and discuss the terminology, concepts, basic principles, analytic techniques, and theoretical underpinnings of managing teams in a business setting.
2. Recognize the importance of teamwork and understand the impact that that effective teamwork can have in a business setting.
3. Identify and assess teamwork challenges in real-life business situations using the appropriate terminology, concepts, basic principles, analytic techniques, and theoretical knowledge.
4. Develop reasonable solutions to teamwork challenges using the appropriate terminology, concepts, basic principles, analytic techniques, and theoretical knowledge.
5. Analyze and assess your own teamwork skills in business settings.
6. Reflect on your learning from the course and formulate strategies for developing your teamwork skills.

EVALUATION

1.	Preparation & Participation	10%
2.	Personal Teamwork Profile	5%
3.	Team Member Evaluations	10%
4.	Team Research Paper (3% Presentation)	20%
5.	Individual Paper (Book Analysis)	15%
6.	Test	20%
7.	Term Project & Presentation - (5% presentation & 5% Individual Learning Report)	20%
Total		100%

1. Preparation & Participation – worth 10% of your final grade.

Throughout the course you will be expected to come to class each week fully prepared to participate in class activities that will test your understanding of teamwork and help you to identify areas for improvement as a team member. It is imperative that you attend class, arrive prepared, and engage fully in activities in order to receive a high grade in this component. To assess this component this class may use weekly quizzes. *See CuLearn to understand the criteria for evaluation on preparation and participation grade.*

2. Personal Teamwork Profile- worth 5% of your final grade

The personal teamwork profile is designed to help you reflect, analyze and diagnose your potential as a team member. These reports will be in the form of a written paper of no more than 3 pages. *See CuLearn to understand the criteria for evaluation on personal profile assignments.*

3. Team Member Evaluation – worth 10% of your final grade.

Throughout the course you will be put on multiple teams and your effectiveness as a teammate will be evaluated by both the instructor and your peers. This 10% of your grade is directly related to how much your teammates want to work with you. *See CuLearn to understand the criteria for evaluation on team member evaluations.*

4. Real Teams & Real Issues: Research Paper – worth 20% of your final grade*

For this submission your team will be expected to find someone who is currently working on a team in the business world. You must have your interview selection approved by the professor. Your group will be responsible for developing a short interview related to that person's experience of teamwork in the workplace. You must have your short (3-5 questions) interview

script approved by the instructor prior to your interview. Your interview should be structured to help you develop a report that will: (1) Describe the team's task, processes and outcomes. (2) Identify the 2-3 critical components of this team's success? (3) Identify 1 critical area for improvement with the team.

Following the interview, your team will develop an academic research report that:

- (1) Describes the team under study (ie. task, processes, and outcomes).
- (2) Provides a research based analysis of the critical area for improvement on the team.
- (3) Offers recommendations (based on research) for how the team can improve effectiveness.

The report will be 10 pages in length (double spaced, standard format). The focus of this report is research! You are expected to consult a variety of sources that go beyond the text book and lecture materials, to find information relevant to your primary topic. Proper referencing of your sources is also required (APA format). See *CuLearn to understand the criteria for evaluation on the Real Teams/Real Issues Research Paper*.

5. Individual Paper (Book Analysis) – worth 15% of your final grade

This assignment requires you to read, review and critique a popular press about a specific team or about teamwork in general. You should select a popular press book that is relevant to your own interests in teams. These review/critiques will be distributed to all class members for review (a valuable resource for all of us if the reviews are done well). See the suggested readings list posted on CuLearn for ideas on which book may be interesting and valuable for your own teamwork experience.

6. Test - worth 20% of your final grade

There will be one in-class test held during the term. The test will encompass all material covered in the text, lectures, in-class discussions, and activities, up to and including the material covered during the lecture prior to the test. *More information on the format of the test will be provided in class.*

7. End of Term Project and Presentation - worth 20% of your final grade*

Early in the semester, you will be placed on a team of 6-8 students. This particular project will require the team work together on a complex and challenging task. In the workplace, teams are often used to solve the most complex and ambiguous of business problems. This project will require creativity, a variety of skills, and hard work and your teams' performance will be evaluated competitively with the other project teams in the class. Each team will submit a written report of no more than 5 pages presenting your team's work and arguing why you are an effective team. Be sure to support your analysis using strong academic references. The team will also be responsible for presenting the project work to the class in an engaging and creative manner. A portion of your individual grade on this project will be tied to team member evaluation. *Further details will be provided CuLearn.*

Individual Learning Report – worth 5% of your final grade

In this report, you will reflect, analyze and diagnose what you have learned in this class. As a starting point, refer back to your first assignment (Personal Profile) and compare who you thought you were as a teammate to what your experiences showed you this term (use your evaluations and comments from team members as a basis for comparison). The report will be in the form of a written paper of no more than 3 pages. *Details will be provided on CuLearn.*

Staying on top of your deadlines (CuLearn)*

Information on weekly assignments and other general information will be communicated during class on a regular basis. However, weekly readings, critical additional information, updates about the class and details regarding upcoming assignments will be posted to the course webpage (<https://www.carleton.ca/culearn/>). **It is your responsibility to visit CuLearn regularly.**

*Deadlines are strict. Failure to meet deadlines will result in grade penalties of 10% per day.

Assignments more than 7 days (1 week) late will be considered missed. The quality of your writing is an important component of effectively presenting your “ideas”. If you need or would like coaching on your writing skills, help is available to you at the writing tutorial service (WTS) at www.carleton.ca/wts/.

*If you must miss the test due to verifiable illness (or, in rare cases, due to some other circumstances beyond your control) you may apply to write an alternate mid-term exam by submitting a medical certificate or other verifiable documentation to the instructor no later than five (5) calendar days after the test date. A deferred test will be scheduled for you. This test may cover more content than the midterm given to the class. Please use the medical certificate form found at: http://www.carleton.ca/registrar/forms/Med_Cert_Carleton_University.pdf

COURSE AGENDA*

Week / Dates	Topic	Readings/Assignments*
Week 1 (Jan 8)	An Introduction to Teams <ul style="list-style-type: none"> ▪ Review of Course Outline 	Chapter 1 <ul style="list-style-type: none"> • Due: Executive team applications (optional)
Week 2 (Jan 15)	Forming the team <ul style="list-style-type: none"> ▪ Designing the team ▪ Performance criteria 	Chapters 2 & 4 <ul style="list-style-type: none"> • Due: Team Member Profile
Week 3 (Jan 22)	Team Diversity <ul style="list-style-type: none"> ▪ Communicating across cultures ▪ Diversity 	Chapter 13 <ul style="list-style-type: none"> • Due: Real Teams/Real Issues Interview script (1%)
Week 4 (Jan 29)	Team Development 1 <ul style="list-style-type: none"> ▪ Learning ▪ Communication 	Chapter 6
Week 5 (Feb 5)	Team Development 2 <ul style="list-style-type: none"> ▪ Facilitating teamwork ▪ Emotion in teams 	Chapter 5 <ul style="list-style-type: none"> • Due: Real Teams/Real Issues Research Paper (15%)
Week 6 (Feb 12)	Decision making in teams <ul style="list-style-type: none"> ▪ Creativity 	Chapters 7 & 9 <ul style="list-style-type: none"> • Team video presentation due (3%)
February 18-22 Reading Week (No Classes)		
Week 7 (Feb 25)	Managing team conflict <ul style="list-style-type: none"> ▪ Fault lines 	Chapter 8 Individual Paper – Book Analysis (15%)
Week 8 (Mar 5)	Team Leadership <ul style="list-style-type: none"> ▪ Running team meetings 	Chapter 11 Due: Term Project Progress Update.
Week 9 (Mar 12)	Team context <ul style="list-style-type: none"> ▪ Virtual teamwork 	Chapter 10 & 12
Week 10 (Mar 19)	In-Class Test (20%) <ul style="list-style-type: none"> ▪ Presentation skills 	
Week 11 (Mar 26)	Term Project Presentations	Due: Team Project & Project Presentation
Week 12 (Apr 2)	Teamwork Outcomes <ul style="list-style-type: none"> ▪ Measurement ▪ Team Debrief 	Chapter 3 <ul style="list-style-type: none"> • Individual learning report due

***While every attempt will be made to keep to the schedule listed above, unforeseen circumstances may necessitate modifications throughout the semester.**

IMPORTANT ADDITIONAL INFORMATION

ACADEMIC ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (*if applicable*). After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

REQUIRED CALCULATOR IN BUSI COURSE EXAMINATIONS

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

GROUP WORK

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. If you have a group assignment you may find the resources at: <http://sprott.carleton.co/wp-content/files/Group-Work-Resources.pdf>

Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

MEDICAL CERTIFICATE

Please note that in all occasions that call for a medical certificate you must use or furnish the information demanded in the standard university form at:

http://www1.carleton.ca/registrar/ccms/wp-content/ccms-files/med_cert1.pdf

RELIGIOUS OBSERVANCE

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

PREGNANCY

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a *letter of accommodation*. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

ACADEMIC INTEGRITY – YOUR RESPONSIBILITY!

The University Senate defines plagiarism in the regulations on instructional offenses as: "to use and pass off as one's own idea or product work of another without expressly giving credit to another." Borrowing someone else's answers, unauthorized possession of tests or answers to tests, or possession of material designed in answering exam questions, are also subject to university policy regarding instructional offences. For more information on Carleton University's Academic Integrity Policy, consult: <http://www1.carleton.ca/studentaffairs/academic-integrity/>

Using, summarizing or copying directly from another person's work, without identifying the name of the original thinker, is considered a form of cheating called "plagiarism". Plagiarism has serious consequences and can result in course / assignment failure and /or academic suspension.

When using, and/or summarizing the ideas and words of another, be it from a web site, a written text, lecture or discussion group, you must identify the source. Should you choose to use the exact words of another, you must acknowledge these words as such by enclosing them within quotation marks. However, be aware that it is not acceptable to copy large chunks from a source, even if you reference it correctly.

Examples of plagiarism and other instructional offences are identified in the Undergraduate Calendar, parts of which read: *Examples of **plagiarism** include:*

- Submitting a take-home examination, essay, laboratory report, or another assignment, written, in whole or in part, by someone else.
- Using ideas or direct verbatim quotations, paraphrased material, algorithms, formulae, scientific or mathematical concepts, or ideas without appropriate acknowledgements in academic assignments
- Using another's data or research findings
- Failing to acknowledge sources through the use of proper citations when using another's works and/or failing to use quotation marks.

Unauthorized Cooperation or Collaboration

- students shall not cooperate or collaborate in the completion of an academic assignment in whole or in part, when the instructor has indicated that the assignment is to be completed on an individual basis. Failure to follow the instructor's direction regarding which assignments, or parts of assignments, should be completed by the individual alone will be considered violation of the standards of academic integrity.
- Answering with another students' **clicker** is also a violation that can lead to severe sanctions.

IMPORTANT DATES

Winter Term 2013

January 7, 2013

- Winter-term classes begin.

January 18, 2013

- Last day for registration for winter term courses.
- Last day to change courses or sections for winter term courses.

January 31, 2013

- Last day for withdrawal from winter term and winter portion of fall/winter courses with full fee adjustment.
- Last day for receipt of applications for review of final grades in fall-term courses.

February 1, 2013

- Last day for receipt of applications for admission to the Bachelor of Architectural Studies and the Bachelor of Social Work degree programs for the 2013-14 fall/winter session.

February 15, 2013

- April examination schedule available online.

February 15-23, 2013

- Fall-term deferred examinations will be written. Examinations are normally held in the day and evening during the Monday to Saturday period. In exceptional circumstances, it may be necessary to schedule an examination on a Sunday.

February 18, 2013

- Statutory holiday. University closed.

February 18-22, 2013

- Winter Break, classes suspended.

March 1, 2013

- Last day for receipt of applications from potential Spring (June) graduates.
- Last day for receipt of applications to the Bachelor of Humanities, Bachelor of Industrial Design, Bachelor of Information Technology (Interactive Multimedia and Design),

Bachelor of Journalism, and the Bachelor of Music degree program for the 2013-2014 fall/winter session.

- Last day for receipt of applications for admission to a program for the 2013 summer terms.

March 8, 2013

- Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for April examinations.

March 27, 2013

- Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of this Calendar).

March 29, 2013

- Statutory holiday. University closed.

April 1, 2013

- Last day for receipt of applications for admission to a program (except Bachelor of Architectural Studies, Bachelor of Humanities, Bachelor of Industrial Design, Bachelor of Information Technology (Interactive Multimedia and Design), Bachelor of Journalism, Bachelor of Music, and Bachelor of Social Work, for the 2013-2014 fall/winter session, from candidates whose documents originate outside Canada or the United States.

April 10, 2013

- Winter term ends.
- All classes follow a FRIDAY schedule.
- Last day of fall/winter and winter-term classes.
- Last day for academic withdrawal from fall/winter and winter-term courses.
- Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall/winter and winter-term courses.

April 11-12, 2013

- Review period. No classes take place.

April 13-27, 2013

- Final examinations in winter term and fall/winter courses may be held. It may be necessary to schedule examinations during the day for classes held in the evening and vice versa. In exceptional circumstances, it may be necessary to schedule an examination on a Sunday.

April 16, 2013

- Winter Co-op Work Term Reports are due.

April 27, 2013

- All take home examinations are due on this day.

May 1, 2013

- Last day for receipt of applications for admission to the Child Studies program for the 2013-2014 fall/winter session.
- Last day for receipt of applications for internal degree transfers to allow for registration for the following summer session.

June 1, 2013

- Last day for receipt of applications for admission to a program (except Bachelor of Architectural Studies, Bachelor of Humanities, Bachelor of Industrial Design, Bachelor of Information Technology (Interactive Multimedia and Design), Bachelor of Journalism, Bachelor of Music, Bachelor of Social Work and Child Studies program for the 2013-2014 fall/winter session from mature applicants, from those presenting post-secondary education qualifications and from those transferring from other universities in Canada or the United States, and from applicants with high school qualifications from Canada and the United States.

June 10-20, 2013 (may include evenings and Saturdays)

- Fall/winter and winter term deferred final examinations will be held. Examinations are normally held in the day and evening during the Monday to Saturday period. In exceptional circumstances, it may be necessary to schedule an examination on a Sunday.

June 15, 2013

- Last day for receipt of applications for internal degree transfers to allow for registration for the 2013-2014 fall/winter session.

June 30, 2013

- Last day for receipt of applications for review of final grades in 2012-13 fall/winter and winter term courses.