



**CARLETON UNIVERSITY
SPROTT SCHOOL OF BUSINESS
BUSI 3105 A
WINTER 2015
MANAGING TEAMS**

INSTRUCTOR:	Dr. Robert Smart
OFFICE:	1013DT
OFFICE HOURS:	Tuesdays 2:35-3:35 or by appointment
E-MAIL:	robert_smart@carleton.ca
CLASS TIME:	Tuesdays 11:35 am - 2:25 pm.
CLASSROOM	SA 516
COURSE WEB PAGE:	CuLearn at https://www.carleton.ca/culearn/

Principles of working in and managing teams. Topics include self-awareness, team formation, team development, team dynamics, team leadership and team motivation.

Prerequisite(s): Registration in B.Com and [BUSI 2101](#) with a grade of C or higher.

Lectures three hours a week. **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 in a highly interactive format, the effectiveness of this course depends on your commitment to 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

Edmondson, A. (2012). *Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy*. San Francisco, CA: Jossey-Bass.

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.	Participation & Retention	10%
2.	Personal Teaming Experience Part A & B	15%
3.	Test #1 - Teaming	20%
4.	Test #2 – Effective Teamwork	20%
5.	Term Project & Presentation	20%
6.	Team Member Evaluations	10%
7.	Contribution	5%
<hr/>		
Total		100%

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

Throughout the course you will be expected to come to class each week 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 and engage fully in activities in order to receive a high grade in this component. You must be present in class to receive credit for this grade. To assess this component this class may use weekly quizzes that follow the lecture. *See CuLearn to understand the criteria for evaluation on preparation and participation grade.*

2. a. Personal Teamwork Profile - worth 3% of your final grade (total

The personal teamwork profile is designed to help you reflect, analyze and diagnose your potential as a team member. This report will be in the form of a written paper of no more than 1000 words. Pay particular attention to the quality of your appendices for this submission. This profile must be completed. *See CuLearn to understand the criteria for evaluation on personal profile assignments.*

2b. Theory & Practice Report – worth 12% of your final grade

In this report, you will reflect on what you have learned in this class and how you have grown as a teammate. 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 and feedback showed you this term (use your evaluations and comments from team members as a basis for comparison). You will be expected to apply the theories and research discussed in class to your

own experiences (with a focus on the final term project). You will be expected to go beyond a basic understanding of the theory and demonstrate your ability to apply the course material to real life experiences. *Details will be provided on CuLearn.*

3/4. Test x 2- worth 40% of your final grade

There will be two in-class tests held during the term. The first test will focus on the connection between the weekly lectures, in-class discussions, activities and in the assigned book for the term (Edmondson, 2012). The second test will encompass all material covered in the weekly readings, videos, 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.*

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

For the second half of 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 analyzing your work as a 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.*

6. 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.*

7. Contribution to the class – worth 5% of your final grade.

Each week class time will be devoted to discussions and exercises that require students to work together in a respectful and engaging manner. *Each week* you will be expected to come to class having read the assigned readings and be ready to discuss your questions and opinions. It is imperative that you attend class, arrive prepared, participate earnestly in activities and speak up regularly to receive a high contribution grade. You are being evaluated on your ability to contribute to a teaming environment. This 5% is entirely up to you. *See CuLearn to understand the criteria for evaluation on classroom participation.*

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/.

COURSE AGENDA*

Week / Dates	Topic	Readings/Assignments*
Week 1 (Jan 6)	An Introduction to Teaming & Team Effectiveness. <ul style="list-style-type: none"> ▪ Review of Course Outline 	Teaming (Edmondson, 2012) Assigned Readings. <ul style="list-style-type: none"> • Due: Executive team applications (Jan 14th)
Week 2 (Jan 13)	Forming the team & Framing the task <ul style="list-style-type: none"> ▪ Designing the team ▪ Performance criteria 	Teaming (Edmondson, 2012) Assigned Readings. <ul style="list-style-type: none"> • Due: Team Member Profile (3%)
Week 3 (Jan 20)	Team Diversity & Psychological Safety <ul style="list-style-type: none"> ▪ Communicating across cultures ▪ Diversity 	Teaming (Edmondson, 2012) Assigned Readings.
Week 4 (Jan 27)	Team Learning & Communication <ul style="list-style-type: none"> ▪ Learning ▪ Communication 	Teaming (Edmondson, 2012) Assigned Readings.
Week 5 (Feb 3)	Team Development & Dealing with Failure <ul style="list-style-type: none"> ▪ Facilitating teamwork ▪ Emotion in teams 	Teaming (Edmondson, 2012) Assigned Readings.
Week 6 (Feb 10)	Team context <ul style="list-style-type: none"> ▪ Understanding Team Boundaries Test #1 – Teaming	Teaming (Edmondson, 2012) Assigned Readings <ul style="list-style-type: none"> • Test #1 this week
February 16-20 Reading Week (No Classes)		
Week 7 (Feb 24)	Managing team conflict <ul style="list-style-type: none"> ▪ Fault lines 	Assigned Readings.
Week 8 (Mar 3)	Decision making in teams <ul style="list-style-type: none"> ▪ Creativity 	Assigned Readings. <ul style="list-style-type: none"> • Due: Project Progress Report
Week 9 (Mar 10)	Team Climate & Culture	Assigned Readings.
Week 10 (Mar 17)	Team Leadership <ul style="list-style-type: none"> • Running team meetings 	Teaming (Edmondson, 2012) Assigned Readings. Due: Term Project (20%)
Week 11 (Mar 24)	In-Class Test (20%)	
Week 12 (Mar 31)	Teamwork Outcomes <ul style="list-style-type: none"> ▪ Measurement ▪ Team Debrief 	Assigned Readings. <ul style="list-style-type: none"> • Due: Theory & Practice Report (12%)

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

IMPORTANT ADDITIONAL INFORMATION

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. 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.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52

F = Below 50 WDN = Withdrawn from the course

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

Academic Regulations, Accommodations, Etc.

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodations

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.

- - The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2014 exam period is November 7, 2014 and for the April 2015 exam period is March 6, 2015.

For Religious Obligations:

Students requesting academic accommodation on the basis of religious obligation 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 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.

For 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

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

Assistance for Students:

Student Academic Success Centre (SASC): www.carleton.ca/sasc

Writing Tutorial Services: <http://www1.carleton.ca/sasc/writing-tutorial-service/>

Peer Assisted Study Sessions (PASS): www.carleton.ca/sasc/peer-assisted-study-sessions

Important Information:

- Students must always retain a hard copy of all work that is submitted.
 - All final grades are subject to the Dean's approval.
 - Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, for us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://portal.carleton.ca/>
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IMPORTANT DATES

December 25 to January 2

University closed

January 5

Winter-term classes begin. [Late Charges](#) now apply.

January 16

Last day for registration for winter term courses. Last day to change courses or sections (including auditing) for winter term courses. Students who have not deposited (via automated upload) the final copy of their thesis to the office of the Faculty of Graduate and Postdoctoral Affairs must register.

January 31

Last day for a [fee adjustment](#) when withdrawing from Winter term courses or the Winter portion of two-term courses. Withdrawals after this date will create no financial change to Winter term fees (financial withdrawal).

February 13 - April examination schedule available online.

February 13-21 - Fall-term deferred examinations will be held

February 16 - Statutory holiday, University closed.

February 16-20 - Winter Break. Classes are suspended.

March 1

Last day for UHIP refund applications for International Students who will be graduating this academic year. Last day for receipt of applications from potential spring (June) graduates.

March 6

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

Late March (Date TBA)

[Last day to pay any remaining balance on your Student Account](#) to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents. An account balance may delay Summer 2014 course selection.

April 3 - Statutory holiday, University closed.

April 8 - 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 9-10 - No classes or examinations take place.

April 11-23

Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all 7 days of the week.

June 8-18 (including Saturdays)

Fall/winter and winter term deferred final examinations will be held.