



CARLETON UNIVERSITY
SPROTT SCHOOL OF BUSINESS
BUSI 3105 A
WINTER 2018
MANAGING AND MOTIVATING TEAMS

INSTRUCTOR:	Dr. Robert Smart
OFFICE:	1013DT
OFFICE HOURS:	Tuesdays 2:30-3:30pm or by appointment
E-MAIL:	robert_smart@carleton.ca
CLASS TIME:	Tuesdays 11:35 am - 2:25 pm.
CLASSROOM	SA 402
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): [BUSI 2101](#) or [BUSI 2121](#) or [BUSI 2702](#) with a grade of C or higher, and enrollment in: B.Com., B.I.B. or Minor in Arts Management.

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 is 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 Teamwork Profile – Start of Term	5%
3.	Test #1 - Teaming	20%
4.	Test #2 – Effective Teamwork	20%
5.	Term Project & Presentation	
	A. Individual Research Report	25%
	B. Team Presentation	10%
6.	Team Member Evaluations	10%
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. **Personal Teamwork Profile** - worth 5% 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 no more than 1000 words in total. You will explore the question, “what am I like to work with as a teammate?” You will discuss the results of a variety of tests focused on your personality and interpersonal skills in a team setting. Pay particular attention to the quality of your appendices for this submission. This profile

must be completed by the . See *CuLearn to understand the criteria for evaluation on personal profile assignments.*

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

There will be two in-class tests held during the term. The test will focus on the connection between the weekly lectures, weekly readings, in-class discussions, videos, activities and in the assigned book for the term, 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 35% 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.

- a. **Individual Research Component (25%):** Each team member will submit their own unique written report of no more than 3-4 pages analyzing the topics from the course that had a major impact on your team's effectiveness on the project. Be sure to support your analysis using strong academic references and specific examples of teamwork.
- b. **Team Project Component (10%)** 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 may 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. Each time you work on a team, you will be evaluated for your contributions. *See CuLearn to understand the criteria for evaluation on team member evaluations.*

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 9)	An Introduction to Teaming & Team Effectiveness.	Teaming (Edmondson) Assigned Readings. • Due: Executive team applications (Jan 14 th)
Week 2 (Jan 16)	Forming the team & Framing the task <ul style="list-style-type: none"> ▪ Designing the team ▪ Performance criteria 	Teaming (Edmondson) Assigned Readings. • Due: Team Member Profile (5%)
Week 3 (Jan 23)	Team Diversity & Psychological Safety <ul style="list-style-type: none"> ▪ Communicating across cultures ▪ Diversity 	Teaming (Edmondson) Assigned Readings.
Week 4 (Jan 30)	Team Learning & Communication <ul style="list-style-type: none"> ▪ Learning ▪ Communication 	Teaming (Edmondson) Assigned Readings.
Week 5 (Feb 6)	Team Development & Dealing with Failure <ul style="list-style-type: none"> ▪ Facilitating teamwork ▪ Emotion in teams 	Teaming (Edmondson) Assigned Readings.
Week 6 (Feb 13)	Team context <ul style="list-style-type: none"> ▪ Understanding Team Boundaries Test #1 – Teaming	Teaming (Edmondson) Assigned Readings • Test #1 this week
February 19-23 Reading Week (No Classes)		
Week 7 (Feb 27)	Managing team conflict <ul style="list-style-type: none"> ▪ Fault lines 	Assigned Readings.
Week 8 (Mar 6)	Decision making in teams <ul style="list-style-type: none"> ▪ Creativity 	Assigned Readings. • Due: Project Progress Report
Week 9 (Mar 13)	Team Climate & Culture <ul style="list-style-type: none"> • Changing your team 	Assigned Readings.
Week 10 (Mar 20)	Team Leadership <ul style="list-style-type: none"> • Running team meetings 	Teaming (Edmondson, 2012) Assigned Readings. Due: Term Project (35%)
Week 11 (Mar 27)	In-Class Test (20%)	
Week 12 (Apr 3)	Teamwork Outcomes <ul style="list-style-type: none"> ▪ Measurement ▪ Team Debrief 	Assigned Readings.

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

ADDITIONAL INFORMATION

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

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			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

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

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*). **Requests made within two weeks will be reviewed on a case-by-case basis.** After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website (www.carleton.ca/pmc) for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

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 and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (<http://carleton.ca/equity/accommodation/religious-observances/>) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part of the student or instructor, they can be directed to 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; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, 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: <https://carleton.ca/registrar/academic-integrity/>

Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get

connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

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.
 - 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 CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>
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Important Dates and Deadlines – Winter 2018 Graduate, Undergraduate and Special Students

January 2 - University reopens at 8:30 a.m.

January 8 - Winter term classes begin.

January 12 - OSAP deferral deadline. [Late payment charges and late registration charges](#) applied to the student account on or after this date for eligible OSAP students.

January 19 - Last day for registration for winter term courses.

Last day to change courses or sections (including auditing) for winter term courses.

Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Winter 2018 and must register for the Winter 2018 term.

January 19-21, 26-28 - Fall-term deferred examinations will be held.

January 31 - Last day for a [fee adjustment](#) when withdrawing from Winter term courses or the Winter portion of two-term courses (financial withdrawal). Withdrawals after this date will create no financial change to Winter term fees and will result in a grade(s) of WDN appearing on your official transcript.

February 16 - April examination schedule available online.

February 19 - Statutory holiday, University closed.

February 19-23 - Winter Break. Classes are suspended.

March 1 - Last day for receipt of applications from potential spring (June) graduates.

Last day for receipt of applications for admission to an undergraduate program for the summer term.

March 9 - Last day to request formal exam accommodations for April examinations to the Paul Menton Centre for Students with Disabilities. Late requests will be considered on case-by-case basis.

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 2018 course selection.

March 27 - Last day for summative or final examinations in winter term or fall/winter courses before the official examination period (see [Examination Regulations](#) in the Academic Regulations of the University section of the Undergraduate Calendar).

March 30 - Statutory holiday, University closed.

April 7 - 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.

April 11 Winter term ends.

Last day of fall/winter and winter-term classes.

Classes follow a Friday schedule

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 12-13 - No classes or examinations take place.

April 14-26 - Final examinations in winter term and fall/winter courses may be held.

Examinations are normally held all 7 days of the week.

April 26 - All take home examinations are due on this day.

May 11 - Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Spring 2018 and must register for the Summer 2018 term.

May 18-29 - Fall/winter and winter term deferred final examinations will be held.