



Carleton University
BUSI 3105A
Managing & Motivating Teams
Winter 2024

INSTRUCTOR:	Amy Grochot
OFFICE:	Online (by appointment)
OFFICE HOURS:	By Appointment (online)
EMAIL:	AmyGrochot@cunet.carleton.ca
MODALITY:	In-person 1.5 hours asynchronous + 1.5 hours synchronous*
CLASS TIME:	Tuesday 7:35 pm - 8:55 pm EST
COURSE WEBSITE:	Brightspace https://brightspace.carleton.ca/

*Synchronous sessions will be in-person as permitted by the University. If we are required to meet online, a Zoom link will be provided on Brightspace and all students are required to have a working microphone and webcam. **Cameras are required to be on for the duration of all synchronous sessions if online.**

COURSE CALENDAR DESCRIPTION

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, BUSI 2121, BUSI 2702 or PSYC 2801 (with a grade of C or higher in each).
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.

TECHNICAL REQUIREMENTS

- Technical requirements include a webcam and microphone for online discussion.
- You can purchase the text as an electronic copy.
- This course will also use an online Simulation to which you will need access to (<https://hbsp.harvard.edu/import/1127250>)

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, Attendance, & Contribution Grade	20%
2.	Personal Teamwork Profile Assignment - Start of Term	10%
3.	Interactive Teamwork Simulation	10%
4.	Test	20%
5.	Final Project & Presentation, Individual Report - End of Term	30%
6.	Team Member Evaluations	10%
Total		100%

1. Preparation, Attendance, & Contribution Grade – worth 20% of your final grade.

Throughout the course you will be expected to come to class each week prepared to participate in class discussions and 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. Being prepared is not enough though, you **MUST** contribute to your class (and team). To get your grade on this component you must attend the live sessions and contribute! *See our course homepage to understand the criteria for evaluation on preparation and participation grade.*

2. Start of Term Personal Teamwork Profile Assignment - worth 10% of your final grade.

The personal teamwork profile assignment at the start of the term is designed to help you reflect, analyze, and diagnose your potential as a team member. You will explore two questions:

1. “What am I like to work with as a teammate?”
2. “What are the qualities I would like see in a teammate?”

For question #1, 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. For question #2, you should support your thesis using quality academic sources. *See Course Homepage to understand the criteria for evaluation on personal profile assignments.*

3. Interactive Teamwork Simulation - worth 10% of your final grade.

Each week we will have a synchronous working session where you will be expected to work in teams on a project.

A. Simulation Preparation Quiz (1%)

B. Interactive Simulation Teamwork (4%)

The first part of the course will involve an online simulation to engage you in a team setting. You are responsible to sign up and contribute in week 2. You can access the simulation at: Harvard Business School Group Communication and Decision-Making Simulation: Wildfire Mitigation.

Access at: <https://hbsp.harvard.edu/import/1127250>

B. Final Simulation Presentation (5%)

See Course Homepage to understand the criteria for evaluation on the interactive teamwork simulation.

4. Teaming Test - worth 20% of your final grade.

The tests 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 semester. *More information on the format of the test will be provided in class.*

5. End of Term Final Project & Presentation, including Individual Report - worth 30% of your final grade.

For the second half of the semester, you will be placed on a team of 5-6 students. This particular project will require that 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. **Project Progress Report** (5%): Each team is responsible for submitting a progress report (with supporting research). *Further details will be provided in class.*

b. **Team Project Presentation and Report** (10%): The team will also be responsible for submitting a report as well as presenting the project work to the class in a creative manner in the final week. *Further details will be provided in class.*

c. **Individual Research Component** (15%): Each team member will submit their own unique written report 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. *Further details will be provided in class.*

5. 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 course website to understand the criteria for evaluation on team member evaluations.*

Staying on top of your deadlines (Course Website) *

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://brightspace.carleton.ca/>) **It is your responsibility to visit our course website 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. Syllabus walk-through.	Teaming Ch. 1-2 (Edmondson)
Week 2 (Jan 16)	Forming the team & Framing the task <ul style="list-style-type: none"> ▪ Designing the team ▪ Performance criteria 	Teaming Ch. 3 (Edmondson) Simulation #1 Due: Simulation Prep Quiz
Week 3 (Jan 23)	Team Diversity & Psychological Safety <ul style="list-style-type: none"> ▪ Diversity & voice ▪ Role identity 	Teaming Ch. 4 (Edmondson) Simulation #2
Week 4 (Jan 30)	Team Learning & Communication <ul style="list-style-type: none"> ▪ Learning ▪ Constitutive view of communication 	Teaming Ch. 7 (Edmondson) Simulation #3 Due: Team Member Profile (10%)
Week 5 (Feb 6)	Team Development & Dealing with Failure <ul style="list-style-type: none"> ▪ Facilitating teamwork ▪ Emotion in teams 	Teaming Ch. 5 (Edmondson) Simulation #4
Week 6 (Feb 13)	Team Context <ul style="list-style-type: none"> ▪ Understanding Team Boundaries ▪ Technology and Teaming 	Teaming Ch. 6 (Edmondson) Simulation #5
February 19-23 Winter Break (No Classes)		
Week 7 (Feb 27)	Managing Team Conflict <ul style="list-style-type: none"> ● Fault lines 	Assigned Readings. Due: Simulation Presentations, Team Member Evaluations
Week 8 (Mar 5)	Decision Making in Teams <ul style="list-style-type: none"> ● Creativity ● Sensemaking 	Assigned Readings.
Week 9 (Mar 12)	Team Climate & Culture <ul style="list-style-type: none"> ● Changing your team ● Team Training 	Assigned Readings. Due: Project Proposal & Progress Report, Team Member Evaluations
Week 10 (Mar 19)	Teaming Test	Teaming (Edmondson, 2012) Due: Test (25%)
Week 11 (Mar 26)	Team Leadership <ul style="list-style-type: none"> ● Facilitative leadership ● Managing Performance 	Assigned Readings. Due: Team Member Evaluations - Test
Week 12 (Apr 2)	Final Project Team Presentations	Assigned Readings. Due: Team Project Presentation & Report, Team Member Evaluations
Week 13 (Apr 9)	No class	Due: Final Project Individual Research Component.

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

Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
CHECK (X) ONE PER ROW				
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				X
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				X
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				X
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				X
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>		X		

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.

Grading

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

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 Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy Accommodation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC 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 your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

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.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the 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. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

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 Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at bcom@sprott.carleton.ca or at bib@sprott.carleton.ca.

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 copy of all work that is submitted.
 - All final grades are subject to the Dean's approval.
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- 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 <https://carleton.ca/its/get-started/new-students-2/>
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