

## General Course Information

**Course Title:** MGMT 5113 Managing Teams

**Credit Weight:** 0.25 credits

**Prerequisites:** MGMT 5100, Managing People and Organization (optional, not mandatory)

## Course Description

Factors affecting team performance. Team development, the impact of team size, team processes, organizational practices that support teams, potential team interventions, and the unique challenges faced by virtual teams.

## Course Rationale

Managers in today's workforce are navigating the shift to what can be called a 'new normal'. Pre-COVID, fully virtual work teams were a rare occurrence, or reserved for project teams dispersed across countries and time zones. Today, because of the ever-shifting workforce needs, it is even more important for managers to understand how to build, support and lead high-performance teams in a combination of in-person, hybrid, and fully virtual scenarios.

## Course Learning Objectives

After successfully completing this course, you will be able to: Adapt to working in teams in response to the changing global business environment.

Evaluate workplace requirements to decide if a team or a group is more appropriate to use in a given context.

Facilitate effective decision-making and participation in team meetings.

Implement appropriate leadership styles when managing teams.

Use a variety of tools and resources to recruit, build and manage high-performing teams and team players.

Recognize key team dysfunctions and devise a plan to overcome them.

## Course Schedule

Module	Topics	Deliverable
1	The 'New Normal' at Work	Assignment #1 – Team Charter Assigned on Jan. 9 <sup>th</sup> and due Jan. 15 <sup>th</sup> – see Brightspace Module 1 for details
2	Working in Teams	Assignment #2 – Managing Hybrid Teams in an Ever-Changing World of Work (multiple deliverables over the duration of the course – see Brightspace Module 2 for details) Phase 1 starts Jan. 16 <sup>th</sup> and ends Jan. 22 <sup>nd</sup>

Module	Topics	Deliverable
		Phase 1 deliverables due on January 22 <sup>nd</sup> and 25 <sup>th</sup>
3	Your Role as a Manager	Assignment #2 Phase 2 starts Jan. 23 <sup>rd</sup> and ends Jan. 29 <sup>th</sup> Phase 2 deliverables due on February 1 <sup>st</sup>
4	Cultivating a High Performing Team Environment	Assignment #2 Phase 3 starts Jan. 30 <sup>th</sup> and ends Feb. 5 <sup>th</sup> Phase 3 deliverables due on February 8 <sup>th</sup>
5	Navigating Team Dysfunction – Trust, Conflict, and Commitment	Assignment #2 Phase 4 starts Feb. 6 <sup>th</sup> and ends Feb. 19 <sup>th</sup> Phase 4 deliverables due on February 19 <sup>th</sup> and February 21 <sup>st</sup>
6	Navigating Team Dysfunction – Accountability, Decision Making, and the Role of a Manager	Assignment #2 Phase 5 starts Feb. 13 <sup>th</sup> and ends Feb. 19 <sup>th</sup> Phase 5 deliverables due on February 19 <sup>th</sup> and 22 <sup>nd</sup> Assignment #3 – Course Reflection Assigned Feb. 13 <sup>th</sup> and due Feb. 26 <sup>th</sup> – see Brightspace Module 1 for details
7	Team Presentation and Final Report	No new content this week, final work on last deliverables

## Learning Materials

We will use the following resources throughout the course. One workbook by Patrick Lencioni are available to you through the University's MacOdrum Library, free of charge via [ARES](#). The Library also has a few copies of Ken Blanchard's book available to borrow on a first come-first serve basis. To access this site in Brightspace, go to the course homepage, click on TOOLS, and in the drop-down menu, select ARES Reserves. Here you can access electronic readings and see the availability of physical items on reserve at the Carleton University MacOdrum library. Items will be available for access in ARES starting January 1<sup>st</sup>, 2023.

***The One Minute Manager Builds High Performing Teams, Excellence Through Team Building*** Third Edition, Ken Blanchard, Donald Carew, Eunice Parisi-Carew (ISBN 978-0-06-174120-3).

***The Five Dysfunctions of a Team, A Leadership Fable***, Patrick Lencioni, Jossey Bass (ISBN 978-0-7879-6075-9)

***The Ideal Team Player***, Patrick Lencioni, Jossey Bass (ISBN978-1-119-20959-1)

### Articles (ARES reserve):

**Module 1 - 15 Questions About Remote Work, Answered**, Tsedal Neeley, Harvard Business Review

**Module 3 - How CEO's Should Manage Their Time in the Hybrid Workplace**, Nitin Nohria, Harvard Business Review Digital Article

## Learning Materials

Activity	Scored Out of	Percent of Total Grade
<b>Team Charter – Team Activity</b>	<b>105</b>	<b>15%</b>
<b>Hybrid Teams Project – Team Activity</b>	<b>345</b>	<b>25%</b>
Phase 1 Deliverable	55 (5%)	
Team Presentation	140 (8%)	
Team Final Report	150 (12%)	
<b>Hybrid Teams Project – Individual Activity</b>	<b>100</b>	<b>20%</b>
Phase Manager Self-Assessment Memo	60 (10%)	
Phase Manager Peer Assessments (x3-4)	40 (10%)	
<b>Course Discussions – Team Activity</b>	<b>34</b>	<b>10%</b>
<b>Course Discussions – Individual Activity</b>	<b>48</b>	<b>10%</b>
<b>Course Reflection</b>	<b>115</b>	<b>20%</b>
<b>TOTAL</b>	<b>747</b>	<b>100%</b>

### Late Assignments

To ensure fairness to all students, penalties will be applied to late assignments: Failure to submit an assignment on time will result in an initial penalty of five (5) percentage points, followed by an additional (2) percentage points per day thereafter. For example, an assignment that would normally merit a grade of 80% would receive a grade of 75% if submitted after the deadline on the due date, 73% if submitted the following day, and so on.

Requests for extension without penalty will be considered in cases of illness, family emergency, or other exceptional circumstances.