

Online MBA MGMT 5113 V: Managing Teams

Course Syllabus

Winter 1, 2023



1. General Course Information

Course Title: Managing Teams

Credit Weight: 0.25 credits

Prerequisites: MGMT 5100, Managing People and Organizations

Instructor: Julie Caldwell, MBA

Title: Assistant Director, Operations | Corporate Secretary, Canadian Accessibility Network, Accessibility Institute, Carleton University

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Office Hours: Email as needed to set up a time for a mutually convenient one-on-one conversation by Zoom or MS Teams. I will also hold a weekly LIVE session to touch base if there are any questions. This session will take place on Monday evenings at 7pm EST and is considered optional, not mandatory.

2. 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.

3. 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.

4. Course Learning Objectives

After successfully completing this course, you will be able to:

CO1. Adapt work in teams in response to the changing global business environment.

CO2. Evaluate workplace requirements to decide if a team or a group is more appropriate to use in a given context.

CO3. Facilitate effective decision-making and participation in team meetings.

CO4. Implement appropriate leadership style when managing teams.

CO5. Use a variety of tools and resources to recruit, build and manage high-performing teams and team players.

CO6. Recognize key team dysfunctions and devise a plan to overcome them.

5. **Course Modality: Asynchronous**

This is a fully online course where instructors and students share information, ideas, and learning experiences in a virtual course space. Asynchronous courses do not require participation in scheduled meetings. However, students are expected to remain up to date with the deadlines and due dates provided by the instructor. This course requires high-speed Internet access and a computer.

Technical Skills:

Minimum technical skills for the course:

- [Essential Technological Skills for Students](#) include but are not limited to:
 - Knowledge of how to transfer and share files
 - Understanding of digital storage software
 - Digital presentation skills
 - Advanced word processing skills
- Tips for [Learning in an Online Environment](#)
 - Preparing to learn in an online environment
 - Recommended technical requirements

Please note that all Carleton students receive free access to Microsoft 365 / Office.

- [Get Microsoft Office for Students](#)

6. **Student Support**

Academic Support

The Centre for Student Academic Support (CSAS) is a collection of student support services designed to help you achieve your goals and improve your learning.

- CSAS can help you with academic reading, academic writing, critical thinking, time management, and more.
- For complete information on their workshops and other services, please visit the [Centre for Student Academic Support](#).

Technical Support

A variety of technical support options are available to students on our [Brightspace Student Support](#) page through documentation and videos, including information on:

- How to use Brightspace
- Communication and collaboration
- Assessments

Students can access support by phone, chat or email by contacting the [D2L Brightspace Service Desk](#).

Health and Wellness Support Services

Carleton offers a wide range of Student Support Services, including resources for mental health, healthy living, getting active, and getting support. For complete information on resources, please visit: [Carleton Wellness Resources: Supporting Your Mental Health](#).

7. Course Schedule

Please regularly check and log into Brightspace to review new content. Configure your personal notifications to opt into course announcements so that they will be emailed to your Carleton email address. The table below is a very high level overview of the course module topics and key deliverables but specific details on assignments can be found in the Assignment Modules and Weekly Modules in Brightspace. Information in Brightspace is considered final and most current. If you have any questions, please contact instructor directly.

Module	Topics	Deliverable
1	The 'New Normal' at Work	Assignment #1 – Team Charter <ul style="list-style-type: none"> ▪ Assigned on Jan. 9th and due Jan. 15th – 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) <ul style="list-style-type: none"> ▪ Phase 1 starts Jan. 16th and ends Jan. 22nd ▪ Phase 1 deliverables due on January 22nd and 25th
3	Your Role as a Manager	Assignment #2 <ul style="list-style-type: none"> ▪ Phase 2 starts Jan. 23rd and ends Jan. 29th ▪ Phase 2 deliverables due on February 1st
4	Cultivating a High Performing Team Environment	Assignment #2 <ul style="list-style-type: none"> ▪ Phase 3 starts Jan. 30th and ends Feb. 5th ▪ Phase 3 deliverables due on February 8th
5	Navigating Team Dysfunction – Trust, Conflict, and Commitment	Assignment #2 <ul style="list-style-type: none"> ▪ Phase 4 starts Feb. 6th and ends Feb. 19th ▪ Phase 4 deliverables due on February 19th and February 21st
6	Navigating Team Dysfunction –	Assignment #2

Module	Topics	Deliverable
	Accountability, Decision Making, and the Role of a Manager	<ul style="list-style-type: none"> ▪ Phase 5 starts Feb. 13th and ends Feb. 19th ▪ Phase 5 deliverables due on February 19th and 22nd Assignment #3 – Course Reflection <ul style="list-style-type: none"> ▪ Assigned Feb. 13th and due Feb. 26th – see Brightspace Module 1 for details
7	Team Presentation and Final Report	No new content this week, final work on last deliverables

8. Learning Materials

We will use the following resources throughout the course. The two books 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 1st, 2023.

1. ***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).
2. ***The Five Dysfunctions of a Team, A Leadership Fable***, Patrick Lencioni, Jossey Bass (ISBN 978-0-7879-6075-9)
3. ***The Ideal Team Player***, Patrick Lencioni, Jossey Bass (ISBN 978-1-119-20959-1)

In addition, we will also use the following articles which are also on reserve within the ARES reserve system:

Articles:

1. **Module 1 - 15 Questions About Remote Work, Answered**, Tsedal Neeley, Harvard Business Review
2. **Module 3 - How CEO's Should Manage Their Time in the Hybrid Workplace**, Nitin Nohria, Harvard Business Review Digital Article

9. Grading Scheme

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

Grading

The [Carleton University grading system](#) will be used to determine your final course grade. Letter grades correspond to the following percentages:

Percentage	Final Grade
90 - 100	A+
85 - 89	A
80 - 84	A–
77 - 79	B+
73 - 76	B
70 - 72	B–
67 - 69	C+
63 - 66	C
60 - 62	C–
57 - 59	D+
53 - 56	C
50 - 52	D–
0 - 49	F

Final grades in this course are determined by the course instructor and must be approved by the Dean. Grades submitted by the instructor are subject to revision and should not be considered final until they have been approved by the Dean.

Please keep in mind that points for individual assessment and thus your final grades are added, rather than deducted – i.e., you all start with 0 and work your way up, rather than starting at 100 and having points reduced from there. A subtle but important point.

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.

10. Course Evaluation

At the end of this course, students are encouraged to complete a course evaluation that will be distributed to them via email and through a course link.

11. Contribution to Program Learning Goals

MBA Learning Goal	Covered	Introduced	Taught but <u>not</u> Assessed	Taught <u>and</u> Assessed
MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i>	Yes	Yes	No	Yes
MB2 Communication <i>Graduates will be effective communicators</i>	Yes	Yes	No	Yes
MB3 Critical Thinking and Problem-Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>	Yes	Yes	No	Yes
MB4 Functional Knowledge <i>Graduates will have knowledge that is relevant to business and be able to apply that knowledge to address business issues, opportunities, and risks.</i>	Yes	Yes	No	Yes
MB5 Global Awareness <i>Graduates will have an appreciation of the global environment of business.</i>	Yes	Yes	No	Yes

MBA Learning Goal	Covered	Introduced	Taught but <u>not</u> Assessed	Taught <u>and</u> Assessed
MB6 Ethics and Responsible Management <i>Graduates will apply ethical considerations and principles of responsible management in business decision-making.</i>	Yes	Yes	No	Yes

12. Group Work

Group work offers opportunities to develop interpersonal, collaboration, communication, leadership, and other abilities. It is also an effective way to learn integrative skills to address complex tasks. Your professor may assign one or more group tasks, assignments, or projects in this course.

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

13. Communication

Brightspace and email are the primary means of communicating with the instructor. See the [Student Support Site](#) for more information. Please do not call the instructor's office phone.

To respond to your emails, instructors and administrators need to see your full name and Carleton University ID. For this reason, it is important to send all messages from your Carleton email account. If you do not have or have yet to activate this account, you can do so by visiting the [New Students page](#).

Instructor Response Times

Assignments will be graded with feedback (if needed) within a week. Expect to receive a reply to your question(s) within 24 hours, Monday through Sunday, unless otherwise posted by the instructor.

Netiquette (Online Etiquette)

Please use the following rules of netiquette as you post to online discussions and send messages to your instructor and other students in the course:

Use **professional language**. Be positive and constructive in your feedback to replies to students. Be polite by including please and thank you. Use inclusive language and terminology.

Avoid ALL CAPS. This comes across as shouting to the reader. Instead, use **bold** formatting to emphasize words.

Use **proper language and titles** and avoid slang or profanity. Even if a word is one you consider to be "not so bad", it could be offensive to others.

Review posts and messages before saving. Check for grammar and spelling errors and restate your message when necessary.

Ask for clarification. If you do not understand an assignment or feedback from the instructor, please ask for clarification. Instructors do their best to word posts/messages as clearly as possible, but in an online environment they cannot "see" if their messages are being understood.

14. **Academic Regulations**

University rules regarding registration, withdrawal, appealing marks, and related matters can be found at [General Graduate Regulations](#).

15. **Requests for Academic Accommodation**

Carleton University is committed to academic accessibility for all individuals. Academic accommodation refers to educational practices, systems, and support mechanisms that accommodate diversity and difference and allow students to perform the essential requirements of their academic programs. The processes for submitting these requests are as follows:

Pregnancy

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, please visit the [Equity Services website: Student Guide to Academic Accommodation](#).

Religious Obligations

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, please visit the [Equity Services website: Student Guide to Academic Accommodation](#).

Students with Disabilities

If you have a documented disability that requires academic accommodation 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 due date of the first assignment or exam for which you require accommodation. After requesting accommodation from PMC, be sure to communicate with your instructor to ensure that the necessary accommodation arrangements are in place.

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's Sexual Violence Policy](#).

For more information on academic accommodation, please consult Carleton's [Course Outline Information on Academic Accommodation](#).

16. Academic Integrity

Carleton University's Academic Integrity Policy defines plagiarism as "*presenting, whether intentionally or not, the ideas, expression of ideas or work of others as one's own.*" This includes reproducing or paraphrasing portions of someone else's published or unpublished material, regardless of the source, and presenting these as one's own without proper citation or reference to the original source.

Plagiarism is a serious offence that cannot be resolved directly by the course instructor. The Associate Dean of the Faculty conducts a rigorous investigation, including an interview with the student, when an instructor suspects a piece of work has been plagiarized. Penalties are not trivial. They can include a final grade of "F" for the course.

Examples of plagiarism include, but are not limited to:

- Any submission prepared 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 acknowledgment;
- Using someone else's data or research findings without acknowledgement; Failing to acknowledge sources through the use of proper citations when using another's work and/or failing to use quotations marks.

Violations of academic integrity also include:

- Using unauthorized material when completing an assignment or exam,
- Fabricating or misrepresenting research data;
- Unauthorized co-operation or collaboration, and;
- Completing work for another student.

Academic integrity violations constitute a serious academic offence, weaken the quality of the degree, and will not be tolerated. Penalties may include: a failing grade for 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, and; expulsion from Carleton.

Students should familiarize themselves with and follow the Carleton University Student Academic Integrity Policy, which is available, along with resources for compliance, at: [Student Academic Integrity Policy](#).

17. Course Copyright

Materials used in this course—including lectures, PowerPoint presentations, discussions, learning activities, posted notes, case studies, assignments, and exams—are copyright protected and remain the intellectual property of their respective author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Students registered in this course may take notes and make copies of course materials for their own educational use only. Students may not reproduce or distribute lecture notes and course materials publicly for commercial or non-commercial purposes without express written consent from the copyright holder(s).

18. Equity and Inclusion

All members of the Carleton University community share responsibility for ensuring that the University's educational, work and living environments are free from discrimination and harassment. Should you have concerns about harassment or discrimination relating to your age, ancestry, citizenship, colour, creed (religion), disability, ethnic origin, family status, gender expression, gender identity, marital status, place of origin, race, sex (including pregnancy), or sexual orientation, please visit the website of Carleton's [Department of Equity and Inclusive Communities](#).