



Carleton
University

Sprett
School of Business

MGMT 5113 P
Managing Teams
Winter 2023

Instructor: Linda Schweitzer
Email: linda.schweitzer@carleton.ca
Student hours: By appointment

Class Meeting: February 24 & 25, 8:35am to 5:25pm, 3040 NI

LEARNING MODALITY

In total, attending class for this course will require the following approximate time commitment (excluding readings and assignments):

- 18 hours in person

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.

Prerequisite: MGMT 5100. The School of Business enforces all prerequisites.

LEARNING OBJECTIVES

Upon completion of this course, students should be able to:

- Identify the benefits, challenges and appropriate uses of a team
- Recognize the characteristics of positive teamwork
- Identify and compare relevant factors of team design
- Recognize necessary team processes and dynamics
- Assess team decision making and conflict
- Recognize actions and qualities for managing and leading teams
- Recognize the needs of virtual teams

COURSE MATERIAL

BrightSpace: This course uses BrightSpace to post updates and distribute course information. It is your responsibility to check it.

Book: Lencioni, P.M. (2016). *The Ideal Team Player: How to Recognize and Cultivate The Three Essential Virtues*, Jossey-Bass: New Jersey (Available online at the Carleton Library, Amazon, Audible, Indigo).

Cases:

- Making the Tough Team Call (A) (UV3181-PDF-ENG) by Lynn Isabella (make sure you get A)
- Blake Sports Apparel and Switch Activewear: Bringing the Executive Team Together (417048-PDF-ENG), by Boris Groysberg and Katherine Connolly Baden
- Cases are available at: <https://hbsp.harvard.edu/import/917913>

DROP COURSE POLICY: The deadline for academic withdrawal is the last day of classes (each term).

COURSE EVALUATION

Pre-Class Assignment (individual)	20%
Class Contribution	15%
In-Class Cases (team-based)	30%
Post-Class Reflection (individual)	35%
<hr/> TOTAL	<hr/> 100%

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components.

Pre-Class Assignment (20%)

The pre-class assignment, due shortly before our first class, provides a foundation for thinking about teams, their effectiveness, and what contributes to good teamwork. This assignment is based on the assigned book, *The Ideal Team Player*, and will be made up of your answers to specific questions (details provided on Brightspace). Feel free to draw on your own experiences. This assignment should be a maximum of 1,250 words (approximately 5 pages, double-spaced) This is an individual assignment and must be submitted to Brightspace.

Contribution To Class (15%)

In addition to some lectures, class time will be devoted to discussions and exercises that require students to use their skills. It is imperative that you attend class, arrive prepared, participate in activities and contribute in a positive manner regularly to receive a high contribution grade. The emphasis will be on the quality of your participation rather than quantity or frequency.

In-Class Case Studies (30%)

This is a team project. Each day of class, a case study will be discussed throughout the class. At the end of each class, the teams will share their analyses and recommendations for the case. At the end of the second class, the teams will prepare a short (10 minute) presentation of their cases analysis and recommendations and present them to the class. Evaluation will be based on all activities and presentations. Details will be provided on Brightspace. Note: you must read each case before that class begins.

Post-Class Reflection (35%)

The final assignment, handed in approximately a week after the class is over, focusses on any insights or knowledge gained from the various readings, class discussions, and in-class activities. This assignment will reflect what you have learned from this course and how you might apply it (or what you might do differently in the future). It will also include a reflection on the teamwork you experienced in the class. Details will be provided on Brightspace. This assignment has a maximum length of 1,500 words (approximately 6 pages, double-spaced). This is an individual assignment and must be submitted to Brightspace.

LATE ASSIGNMENTS

Requests for extension will be considered in cases of illness or other exceptional circumstances. To ensure fairness for all students, penalties will be applied to late assignments: the initial penalty is 5%, followed by an additional 2% points per day.

TENTATIVE SCHEDULE*

Date	Topics & Readings	Assignments/ Deliverables
Pre-Class	Reading: <i>The Ideal Team Player</i>	Pre-Class assignment due Feb 19
Class: February 24	Reading: Case: Making the Tough Team Call Topics: <ul style="list-style-type: none"> • Introduction to teams • Introduction to teamwork • Team design • Team development, processes and dynamics 	In-class team case discussions (Making the Tough Team Call)
Class: February 25	Reading: <ul style="list-style-type: none"> • Case: Blake Sports Apparel and Switch Activewear Topics: <ul style="list-style-type: none"> • Decision making and conflict • Managing & Leading Teams • Virtual Teams 	In-class team case presentation (Blake Sports Apparel and Switch Activewear)
Post-Class		Post-class reflection due March 5

*Every effort has been made to make the schedule as complete as possible, but there may be occasions where changes are required.

Contribution to Program Learning Goals ([MBA](#)):

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught and Assessed
MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i>				✓
MB2 Communication <i>Graduates will be effective communicators</i>	✓			
MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>				✓
MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i>	✓			
MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i>	✓			
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i>	✓			

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).

Recommended Calculator for 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. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or 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.

(If peer evaluation will be used as an input when assigning grades to group work, specify the procedure. An example appears below.)

Peer Evaluation for Group Work

To deter social loafing and ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. This information will be used when assigning the grade for the final project. The procedure is as follows: Each student should take 100 points and allocate those points to the various members of the group (including him/her/themselves) to reflect the contributions made by each member. For instance, if there are four members in a group and everyone contributed equally, each individual would receive 25 points. Conversely, if an individual contributed relatively little, the remaining group members might allocate few points to that member. To ensure that these peer evaluation scores are reasonable and free from personal bias, you will be asked to provide a detailed written explanation for your point allocation.

Letter Grades:

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	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

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**

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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **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, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **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. <https://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: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will 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: <https://students.carleton.ca/course-outline/>

Academic Integrity:

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—are a serious academic offence, 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/>

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: <https://carleton.ca/csas/>

Other 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 can do so by visiting <https://carleton.ca/its/get-started/new-students-2/>

Covid-19 Information:

It is important to remember that COVID is still present in Ottawa. The situation can change at any time and the risks of new variants and outbreaks are very real. There are [a number of actions you can take](#) to lower your risk and the risk you pose to those around you including being vaccinated, wearing a mask, staying home when you’re sick, washing your hands and maintaining proper respiratory and cough etiquette.

Feeling sick? Remaining vigilant and not attending work or school when sick or with symptoms is critically important. If you feel ill or exhibit COVID-19 symptoms do not come to class or campus. If you feel ill or exhibit symptoms while on campus or in class, please leave campus immediately. In all situations, you must follow Carleton’s [symptom reporting protocols](#).

Masks: Carleton has paused the [COVID-19 Mask Policy](#), but continues to strongly recommend masking when indoors, particularly if physical distancing cannot be maintained. It may become necessary to quickly reinstate the mask requirement if pandemic circumstances were to change.

Vaccines: Further, while proof of vaccination is no longer required as of May 1 to attend campus

or in-person activity, it may become necessary for the University to bring back proof of vaccination requirements on short notice if the situation and public health advice changes. Students are strongly encouraged to get a full course of vaccination, including booster doses as soon as they are eligible, and submit their booster dose information in [cuScreen](#) as soon as possible. Please note that Carleton cannot guarantee that it will be able to offer virtual or hybrid learning options for those who are unable to attend the campus.

All members of the Carleton community are required to follow requirements and guidelines regarding health and safety which may change from time to time. For the most recent information about Carleton's COVID-19 response and health and safety requirements please see the [University's COVID-19 website](#) and review the [Frequently Asked Questions \(FAQs\)](#). Should you have additional questions after reviewing, please contact covidinfo@carleton.ca.