



**MGMT 5113 A- Managing Teams (0.25
credit) Winter 2023**

Instructor: Jim Neubauer
Office: Do not have an office on campus
Phone: Cell: 613-761-2760 / Business: 613-258-9789
Email: jim.neubauer@sympatico.ca or jimneubauer@cunet.carleton.ca
Office Hours: By phone or email – please email in advance to set up a time

Class Day/Hours: Thursday 6:05 to 8:55 pm (3 hours in-person)

Class Location: 3040 NI (Nicol Building)

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(s): MGMT 5100.

A Note on the Approach to Learning:

The purpose of this course is to enhance students' team management skills. Learning skills involves conceptualizing and experiencing, practicing and learning from that practice, expressing yourself and analyzing that expressed behaviour. To learn skills, you must practice them. Consequently, much of the class time and assigned work will require students to work in teams. To effectively learn new team skills, students must be willing to critically examine their own behaviour, feelings and reactions.

The instructor's role is to help students learn from their experiences. Each student is responsible for her or his own learning. What a specific person learns depends on his or her own base skills, needs, readiness, and the relationships she or he develops with other members of the class. It also depends very heavily on the investment that he or she is willing to make in preparing for and participating in the classroom exercises. Learning potential is maximized when all participants communicate their perceptions and feelings honestly and directly. Lack of participation inhibits your own and others' learning.

Textbook, Simulation and Reading(s):

1) Textbook: Lencioni, Patrick (2002). *The five dysfunctions of a team*. San Francisco, CA: Jossey-Bass. ISBN: 978-0-7879-6075-9. **The book is an easy read and is required to have been completed in time for in-class discussions starting March 23rd and onwards.** While it is not necessary to purchase this book, you will need to have the

ability to read it and be familiar with the story, themes and dysfunctions. It is available in hard copy and as an e-book.

2) Simulation: Students are required to register and gain access to the following on-line simulation which will need to be completed by Saturday, March 12th as there is preparation work to do in advance between March 12th and March 15th. **The simulation will be completed in class on March 16th.**

Harvard Business School **Leadership and Team Simulation: Everest V3** Michael A. Roberto; Amy C. Edmondson8867-HTM-ENG

ACCESS TO SIMULATION: Access to the simulation should be available through ARES

3) Assigned Articles and/or Cases: Access to the articles and cases should be available via ARES.

- a) Should This Team Be Saved? (HBR Case Study), Hollis Heimburch
- b) Strategies for Building Effective Virtual Teams: Trust is Key (HBR Article), Robert C. Ford; Ronald F. Piccolo; Loren R. Ford.
- c) When Bad Things Happen to Good Teams (HB Excerpt from How to Build Teams That Lead, Innovate and Succeed), Deborah Ancona and Henrik Bresman
- d) How to Overcome Return-to-Office Resistance. HBR, James Bailey and Scheherazade Rehman
- e) New to the Team? Here's How to Build Trust (remotely). HBR, Ruchi Sinha
- f) What Great Remote Managers Do Differently? HBR, Raghu Krishnamoorthy
- g) 5 Tips for Managing an Underperformer- Remotely. HBR, Liz Kislik

Grading Scheme:

Group – Team Charter	15%
Individual Everest Assignment	10%
Self/Peer/Course Evaluations	30%
Contribution to Class	10%
Team Project & Presentation	35%
TOTAL	100%

Missed Assignments, Deferred Final Presentation and Written Deliverable:

**** If you have a unique situation as a result of COVID or another illness – please contact me immediately by email so we can determine the best course of action.**

Students unable to complete course deliverables and/or participate in the final presentation and/or contribute to the final assignment because of illness or other circumstances beyond their control, must contact the instructor and the MBA office in writing to determine alternate arrangements. Permission may be granted when the absence is supported by a medical certificate and or appropriate document/s to support the reason for the deferral.

Classroom Activities:

Please note that this is a highly interactive course, which requires teamwork and collaboration as a full class as well as in smaller assigned teams. There are several interactive activities, which do require some physical activity and mobility, making verbal presentations, and using various mediums for learning. If you have concerns about your ability to engage in these activities for any reason, please contact me directly and we can discuss how to best support your engagement in a way that is meaningful and effective for learning in the course.

Exam date:

There is NO EXAM for this course however there is a final team project with a presentation and written deliverable.

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>		✓		

Week	Date	Topic/Agenda	Homework
1	Thursday March 9th 6:05 pm to 8:55 pm	<ul style="list-style-type: none"> Introduction to Teams The Five Dysfunctions of a Team Model 	<ul style="list-style-type: none"> Read course text book by start of class on <u>Week 3, March 23rd</u> <p>For Week 2:</p> <ul style="list-style-type: none"> Group Assignment #1: Establishing Your Team Charter (see Brightspace for details) Reading: Ancona, D. When Bad Things happen to Good Teams. (Excerpt from How to Build Teams that Lead Innovate and Succeed) Reading: Sinha, R. New to the Team? How to Build Trust (remotely) Everest Simulation: Students will be assigned roles for simulation following class on March 9th. See Everest assignment for details on PRE-SIMULATION work to be completed by start of class Week 3)
2	Thursday March 16th 6:05 pm to 8:55 pm	<ul style="list-style-type: none"> Trust Conflict Commitment Phase 1 Group Project Begins 	<p>For Week 3:</p> <ul style="list-style-type: none"> Read course text book by start of class on <u>Week 3, March 23rd</u> Complete pre-simulation work for Everest Assignment Reading: Krishnamoorthy, R. (2022) What Great Remote Managers Do Differently. <i>Harvard Business Review</i> <p>For March 22nd</p> <ul style="list-style-type: none"> Group Assignment #2: Phase 1 Team Project Definition Memo Individual Assignment #1 – Phase 1 Manager Peer Assessment & Manager Self- Assessment

Week	Date	Topic/Agenda	Homework
3	Thursday March 23rd 6:05 pm to 8:55 pm	<ul style="list-style-type: none"> In Class Simulation – Harvard Business Publishing, Leadership & Team Simulation: Everest V3 Phase 2 Group Project Begins (in class) 	<p>For Week 4:</p> <ul style="list-style-type: none"> Individual Assignment #2: Team Effectiveness Exercise - Everest Simulation (see Brightspace for details) Reading: Heimbouch, H. (2001). Should this team be saved? <i>Harvard Business Review</i> Reading: Kislik, L. (2020). 5 Tips for Managing an Underperformer – Remotely. <i>Harvard Business Review</i> <p>For March 29th - Phase 2 Manager Peer Assessment & Manager Self-Assessment</p>

Week	Date	Topic/Agenda	Homework
4	Thursday March 30th 6:05 pm to 8:55 pm	<ul style="list-style-type: none"> ▪ Accountability ▪ Results ▪ Phase 3 Group Project Begins 	<p>For Week 5:</p> <ul style="list-style-type: none"> ▪ Reading: Robert C. Ford; Ronald F. Piccolo; Loren R. Ford (2017). Strategies for building effective virtual teams: Trust is key. <i>Harvard Business Review</i> • Reading: J. Bailey and S Rehman (2022). How to Overcome Return-to-Office Resistance. <i>Harvard Business Review</i>. <p>For April 5th - Phase 3 Manager Peer Assessment & Manager Self-Assessment</p>
5	Thursday April 6th 6:05 pm to 8:55 pm	<ul style="list-style-type: none"> ▪ Decision Making in Teams ▪ Virtual Teams ▪ Team Project - Phase 4 	<p>For Week 6:</p> <ul style="list-style-type: none"> ▪ Group Presentations <p>For April 12th - Phase 4 Manager Peer Assessment & Manager Self-Assessment</p>
6	Thursday April 13th 6:05 pm to 8:55 pm	<ul style="list-style-type: none"> ▪ Group Presentations ▪ Team Project Phase 5 	<p>Before class Thurs. April 13th:</p> <ul style="list-style-type: none"> ▪ Hard copy of Group Project PPT Presentation <p>For Mon April 17th by 11:59pm:</p> <ul style="list-style-type: none"> ▪ Team Final Report and Group Executive Summary <p>For Tues April 18th by 11:59 pm</p> <ul style="list-style-type: none"> ▪ Phase 5 Manager Peer Assessment & Manager Self- Assessment ▪ Individual Assignment #3 - Course Peer Evaluations

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.

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/themself) 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 email 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.