

**MGT 567 Section 91E - Managing Groups and Teams**  
**Spring 2018 (Jan 16 thru May 11)**  
**L-3 Cohort**

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**Course Description:** The course is a study of the principles and practices of managing group and team activities. Specific attention is given to problems in communication, counseling and morale. Team building, the roles & responsibilities of supervision in a team environment and the roles & responsibilities of team membership will be explored. The nature and use of teams in various forms and activities are emphasized.

**Course Credit:** 3 hours

**Learning Outcomes:** The learner who successfully completes this course will be able to competently

1. Identify and differentiate the attributes of groups and teams.
2. Identify and characterize the stages of team development.
3. Relate the necessary organizational context and essential conditions that foster team productivity, integration and learning.
4. Identify and explain the required competencies of an effective team leader.
5. Explain the critical success factors for sustaining high performance teams.
6. Apply knowledge of organizational behavior and effective leadership practices to situations that arise with team interactions and performance.

**Course Texts:**

Susan A Wheelan. **Creating Effective Teams: A Guide for Members and Leaders, 5th Edition.** Thousand Oaks, CA: SAGE Publications Inc. , 2010. ISBN 978-1-4833-4612-0

Leigh L. Thompson. **Making the Team: A Guide for Managers, 5th Edition.** Upper Saddle River, NJ: Pearson Education, Inc, 2011. ISBN 978-0-13-296808-9

**Course Layout:**

The material contained within the two texts is packaged into 13 modules (see the course schedule below). Each module assignment will involve:

- Topic related reading in the text (usually one or two chapters)
- A topic related supplemental case, video or article provided by the instructor
- Module Exercise (short essay response to questions on the topic)
- Discussion Boards (threaded group discussion of the topic)

The detailed instructions for each module assignment will be found within eCollege under the module tab in the course navigation panel on the left side of the screen.

**Course Grading: 600 points total possible for five activity types**

| <u>Percent</u> | <u>Activity</u>                       |
|----------------|---------------------------------------|
| 22             | Module Exercises (130 points)         |
| 22             | Module Discussion Boards (130 points) |
| 16             | Mid-Term Exam (100 points)            |
| 16             | Final Exam (100 points)               |
| <u>24</u>      | Group Project (140 points)            |
| 100%           |                                       |

A = 540 - 600 Excellent  
B = 480 - 539 Average  
C = 420 - 479 Below Average  
F = Below 420 Failure

**Weekly Exercise – requirements & scoring rubric**

The module exercise is an individual activity and must be completed and placed into the corresponding dropbox by the student without collaboration with other students. The response to each exercise is intended to demonstrate the student’s comprehension or application of the principles of the weekly topic. Case studies and supplemental articles or videos may be employed. The exercise will be 2 questions worth 5 points each. Students are to respond in short essay format. Responses are scored as follows:

- 0 points – missing response or completely missed the point of the exercise
- 1 point – on topic but superficial
- 2 points – reports an accurate but somewhat incomplete response
- 3 points – recognizes the concept / issue and expresses relevant knowledge
- 4 points – displays comprehension or application of the principles
- 5 points – demonstrates insight, cogent analysis, synthesis or critical evaluation

**Threaded Discussion – requirements & scoring rubric**

The discussion board is an on-line “class participation” among students in the class. Each week the instructor will post four or more questions to the discussion board relating to the weekly topic. Students are expected to respond with relevant observations, opinions and comments based upon personal experience or knowledge of the topic. Students may post responses directly to the questions or may choose to respond to remarks previously posted by classmates. In either case, the scoring of postings will be based upon the instructor’s assessment of relevance and demonstrated insight. “Me too” postings are of little to no value and are scored accordingly –

they receive a score of 0 points. An “I agree” posting only scores points if it adds an additional insight or perspective. It is perfectly OK to disagree (and even encouraged), but please do so in a professional, respectful manner. In threaded discussions, quality over quantity is what is being graded. Usually *four high quality postings* will suffice to receive full credit for the discussion. Individual comments / posts are scored as follows:

- 0 points – irrelevant comment that adds no value to the discussion
- 1 point – on the topic but somewhat superficial in content
- 2 points– on the topic but may be a restatement of what has already been said
- 3 points– makes a relevant new point or relates experience that advances the discussion
- 4 points – provides insightful analysis / critique or expert opinion
- 5 points – demonstrates uniquely cogent synthesis or evaluation

### **Mid- Term & Final Exams**

The mid-term and final exams will be in the form of short essay. There will be 5 questions worth 20 points each. The exams will be taken on-line and may be accessed through the Week 8 and Week 15 course modules respectively. The exam is “open book”, but it is timed (you will have 2 hours to compose and submit responses). Additional instructions are provided within eCollege.

### **Group Project**

Each student will participate in a group project to research, analyze and critique the performance of a team assembled to deal with a current issue or accomplish a significant objective. Additional detailed instructions and rubric are provided on the course home page within eCollege.

### ***MGT 567 Managing Groups and Teams*      Spring 2018 Semester Schedule**

|        | <u><b>Class Date</b></u> | <u><b>Assignment</b></u>  |
|--------|--------------------------|---|
| Week 1 | 18 Jan                   | Teams in Organizations: Facts & Myths<br>(Thompson Chapter 1 and Wheelan Chapter 1)             |
| Week 2 | 25 Jan                   | Performance & Productivity: Teamwork Fundamentals<br>(Thompson Chapter 2 and Wheelan Chapter 2) |
| Week 3 | 01 Feb                   | Establishing Success Criteria That Rewards Teamwork<br>(Thompson Chapter 3)                     |
| Week 4 | 08 Feb                   | Designing the Team: Tasks, People & Processes<br>(Thompson Chapter 4)                           |
| Week 5 | 15 Feb                   | Team Identity, Culture & Development<br>(Thompson Chapter 5 and Wheelan Chapter 3)              |

- Week 6 22 Feb Team Communication & Collective Intelligence  
(Thompson Chapter 6)
- Week 7 01 Mar Team Decision Making: Pitfalls & Solutions  
(Thompson Chapter 7 and Wheelan Chapter 4)
- Week 8 08 Mar Mid –Term Exam opens and is due NLT 15 Mar

**Spring Break** March 12 – 18th

- Week 9 22 Mar Conflict in Teams  
(Thompson Chapter 8)  
**Group Project Assignments Defined on 22 March**
- Week 10 29 Mar Fostering Creativity in Teams  
(Thompson Chapter 9)
- Week 11 05 Apr Team Membership, Networking & Social Capital  
(Thompson Chapter 10 and Wheelan Chapter 5)
- Week 12 12 Apr Effective Team Leadership  
(Thompson Chapter 11 and Wheelan Chapters 6 - 9)
- Week 13 19 Apr Inter-team Relations: Competition & Cooperation  
(Thompson Chapter 12 and Wheelan Chapter 10)  
**Group Project Due 19 April**
- Week 14 26 Apr Teamwork Across Distance & Culture  
(Thompson Chapter 13)
- Week 15 03 May Final Exam opens and is due NLT 10 May
- Week 16 10 May Course closeout

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**Office of Student Disability Resources and Services  
Texas A&M University-Commerce  
Gee Library  
Room 132**

**Telephone: (903) 886-5150 or (903) 886-5835**

**FAX: (903) 468-8148**

**StudentDisabilityServices@tamuc.edu**

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Refer to Student’s Guide Book located at:

[www.tamuc.edu/studentlife/guidebook.htm](http://www.tamuc.edu/studentlife/guidebook.htm)

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