MGT 6210 Leading Teams, Spring, 2017

Fridays (01/27/17 - 02/17/17), 8:30am–5:30pm in Duques 258

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http://business.gwu.edu/profiles/n-sharon-hill/

Given the class schedule, I do not have set office hours. Please contact me to set up a time to meet either in person or online. On the day of class, there will also be time to meet during lunch or after class.

Leading and participating effectively in teams is a critical competence in today’s workforce. Yet, there are many challenges to effective teamwork and these challenges increase for teams in contemporary organizations where members are distributed across different cultures, locations and time zones as well as collaborate virtually (i.e., relying on electronic rather than face-to-face communication). This course examines how to be an effective team member and team leader, including determining when teams are the right choice (and when they are not), setting teams up for success, promoting effective team interactions, facilitating effective cross-cultural collaboration, and navigating the challenges of virtual collaboration.

Students in the course will:
1. gain research-based knowledge and skills related to effectively participating in and leading teams.
2. practice applying this knowledge to diagnose problems and intervene in teams to improve their effectiveness.
3. diagnose their own strengths and weaknesses related to participating in and leading teams as well as develop and implement a plan for improvement.

Course pack of Harvard Business School Cases available for purchase from the following website:
http://cb.hbsp.harvard.edu/cbmp/access/58093326

Articles/Readings posted to Blackboard by the Professor. These materials are available to students through the university library system; there is therefore no cost. For future reference, Appendix 1 contains a list of additional general supplementary readings.

The course fee includes access to copyrighted readings, activities (Kellogg School of Management Dispute Resolution Research Center Team Learning Activities) and assessments (Mayer-Salovey-Caruso Emotional Intelligence Test™ and Cultural Intelligence Assessment). These will be made available to you during the course.
STUDENT ASSESSMENT

Your grade for the course is based on the requirements below. The due date for each course requirement is shown on the Course Schedule at the end of this document.

<table>
<thead>
<tr>
<th>Course Requirements</th>
<th>Grades</th>
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</thead>
<tbody>
<tr>
<td>150 Class Engagement</td>
<td>A (≥ 93%); A- (≥ 90%);</td>
</tr>
<tr>
<td></td>
<td>B+ (≥ 87%); B (≥ 83%); B- (≥ 80%);</td>
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<tr>
<td></td>
<td>C+ (≥ 77%); C (≥ 73%); C- (≥ 70%);</td>
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<tr>
<td></td>
<td>D+ (≥ 67%); D (≥ 63%); D- (≥ 60%);</td>
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<tr>
<td>90 Personal Development Plan</td>
<td>F (&lt; 60%)</td>
</tr>
<tr>
<td>120 Final Exam</td>
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<tr>
<td>140 Team Project</td>
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</table>

500

General Information

Instructional Approach
The class uses a variety of instructional approaches, including self-assessments, case analyses, in-class and online activities. Meaningful preparation for and active participation in class and team activities are essential for success in this course.

Class Communication
I will always communicate with you using your email in Blackboard; please check this email regularly.

Class Attendance and Absences
Since we are meeting only four times, missing even one class will jeopardize your ability to pass the course. Please make absolutely sure you can attend all sessions before continuing with the course. In addition, because we will do group activities in every class session, arriving late to class or missing even a portion of any class session may make it difficult to effectively complete some class activities.

Description of Course Requirements

Class Engagement
Active engagement in class and team activities makes the learning experience more effective and enjoyable for all of us! Accordingly, I will assess your class engagement related to class preparation, class participation and team contribution.

Class Preparation (75 points)
To help ensure you are ready to participate in class, there is a class preparation activity to complete before each class session. This activity involves responding to questions that integrate across the assigned readings and the assigned case. The class preparation grade is computed as follows:

- 12 points for completion of the pre-work survey and assessments
- 12 points each for individual responses to class preparation questions for class 1, 2, and 4
- Remaining points for the group class preparation activity for class 3

- Follow the instructions on Blackboard (Class Information folder) to submit your responses to the class preparation questions for the appropriate class. Submit your responses online by 12pm (noon) on the day before class. This gives me time to review your responses, if needed as input to class. If
you have any difficulty posting your responses to Blackboard, email them to me directly by the deadline.

- Responses submitted late but prior to start of class will receive half credit. Since the purpose is to help you prepare for class, **you will receive no credit for posts made after start of class.**

**Class Participation (50 points)**
Half these points are allocated for meeting minimum expectations for professional participation in class. *They are yours to lose.* Loss of points will result from failure to meet the standards for professional class participation, including—but not limited to:

- Being on time to start class or coming back from break
- Staying through the entire class
- Refraining from unprofessional activities such as using technology in a way that is unrelated to class, doing other classwork, chatting inappropriately with classmates, etc.
- Fully engaging in assigned class activities, including reflections and debrief.
- Acting in a professional manner toward the professor and your classmates, and being respectful of others’ opinions, even if you do not agree with them

Half the class participation points are *yours to earn* by making multiple quality contributions to discussion in each class. Quality contributions are those that move the discussion forward by applying/integrating class concepts, offering a unique and relevant perspective, building on the comments of others (rather than repeating points or going on tangents), asking good questions, etc.

If you are unsure whether you are contributing in a constructive manner, please speak with me.

**Team Contribution (25 points)**
At the end of the semester, you will evaluate the contribution that each team member has made to the team project (described below). Your own team contribution grade is the average of the points given to you by other members of your team. *I may also lower the team project grade of any team member whose peer evaluation scores and other evidence clearly shows that he/she has not contributed fairly to the team project. Your team should be proactive in constructively discussing threats to effective team functioning, so that all team members can contribute effectively and maximize team contribution points.*

**Personal Development Plan**
This is an individual assignment consisting of the following components:

<table>
<thead>
<tr>
<th>Points</th>
<th>Part 1</th>
<th>Part 2</th>
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</thead>
<tbody>
<tr>
<td>60</td>
<td>Identify your strengths and development needs related to teamwork and team leadership and create a plan for improvement related to one development need.</td>
<td>Describe progress against your plan, future steps, and lessons learned from completing this assignment.</td>
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</table>

<table>
<thead>
<tr>
<th>Points</th>
<th>Part 2</th>
</tr>
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<tbody>
<tr>
<td>30</td>
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Also see “**MGT 6210 Personal Development Plan Requirements**” in the *Syllabus* folder on Blackboard for a full description and grading criteria.

**Final Exam**
The exam is a timed and completed outside of class after the last class session. During the first class, we will decide on a date for the exam that works for everyone. All students must then take the exam at that time. The exam is designed to test your understanding of and ability to apply course concepts. It consists of specific, structured questions related to a brief team case, rather than an open-ended case analysis. The questions focus on testing understanding of the major concepts discussed in class. You may use your notes and all class readings and slides, but must work independently. You may not do additional research, check the internet, or consult anyone. “Googling” the case constitutes cheating and will generally not help...
you anyway, since I will be grading based on specific material from this course, this semester. I will
distribute the case for the final exam in the last class session. You will then receive the exam questions
relating to the case at the start of the exam period.

Team Project
The team project involves working in teams of 4-6 (assigned by the Professor) to analyze a team and/or
its leader in a film (e.g., movie, TV show, etc.) using course concepts/theories. Leadership and teams are a
frequent topic in film. Sometimes, they are portrayed as being ineffective; sometimes as model leaders and
model teams. Either way, they often make for powerful examples of the key issues in leadership and
teams. The project consists of the following activities:

| 20 points | Team Charter | Conduct a launch activity to develop a team charter. |
| 120 points | Project Report and Presentation | Analyze a film source using concepts from the course.
| | | Prepare a written report and deliver a presentation in the last class session. |

Also see “MGT 6210 Team Project Requirements” in the Syllabus folder on Blackboard for a full
description and grading criteria.

POLICIES

University Policies
The following university policies are relevant to this class and you are responsible for following them:

- Academic Integrity
- Religious Accommodations
- Disability Support Services
- Mental Health Services
- Emergency Preparedness

Appendix 2 provides a summary of each policy. Please take the time to review any policy with which you
are not already familiar from previous courses.

Class Policies

GWU credit hours policy (3 credits) - The expectation under the GWU credit hour policy is that students
have a combined total of 37.5 hours of direct classroom contact and independent work per credit hour.
During this course, student time is allocated as follows: 32 hours in direct instruction; 12 hours preparing
for and taking the final exam; 6 hours completing course assessments and pre-work; 62.5 hours
completing course readings, class preparation activities, and individual and team assignments.

Grade appeals – Communicate any concerns about your grades in writing to me within three days of
receipt of the grade in question. You must include a specific rationale for why your assignment deserves
a higher grade. I will respond in writing indicating my final decision regarding the grade in question.

Fairness – Treating students fairly is something I take very seriously; therefore, I generally will not make
exceptions related to grading and course policies for a single student. That said, if you believe you have a
special circumstance, we should certainly discuss your situation.

Record-keeping - Mistakes happen, so please keep back-up copies of all assignments/exams.

Grades of incomplete – Grades of incomplete will not be given for this course.
Late work - Written assignments are due at the date and time specified in the course schedule. Unless otherwise noted in the description for a particular deliverable, the following late policy applies: work that is late, but submitted anytime within 24 hours of the deadline will result in a 10% grade reduction. I do not accept work that is more than 24 hours late. If an extenuating circumstance arises, please discuss it with me ahead of time. There is little I can do if I find out about a problem after the deadline.

*** Course schedule starts on next page ***
COURSE OUTLINE AND SCHEDULE

Important Notes:

- The *Class Information* folder on Blackboard contains a summary of the readings and everything due for each class session. Consider it your one-stop place for everything you need to prepare for class. You will also submit responses to individual class preparation questions in this folder.
- It is sometimes more appropriate to share readings and other class materials after we complete certain activities in class. In these cases, I will post the additional materials to the class folder class, and make you aware that they are there.
- The day before class, I will post my PowerPoint slides to the class folder on Blackboard. The slides provide a structure for the class discussion, but are not intended to be all inclusive. Therefore, it is also important that you take careful notes in class.
- Submit team deliverables and the exam using the appropriate link in the *Submit Work* folder in Blackboard. It is very important to follow the naming convention described for each submission.
- There may occasionally be changes to the class schedule or class materials. In these cases, I will make an announcement in class as well as via email and Blackboard. It is your responsibility to stay current on any changes.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topics</th>
<th>Things due by start of class</th>
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<tbody>
<tr>
<td></td>
<td>Pre-Work</td>
<td>Class Survey and Online Assessments (due by 1/20)</td>
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<tr>
<td>Class 1</td>
<td>Course Introduction</td>
<td>Class 1 Preparation – Individual Activity</td>
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<tr>
<td>Jan. 27</td>
<td>Team Characteristics</td>
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<td></td>
<td>Team Design</td>
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<td>Team Leadership</td>
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<tr>
<td>Class 2</td>
<td>Team Processes and States</td>
<td>Class 2 Preparation – Individual Activity</td>
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<td>Feb. 3</td>
<td>Team Decision Making</td>
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<td></td>
<td>Cultural Values</td>
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<td></td>
<td><em>Case - MediSys Corp.: The IntensCare Product Development Team</em> (course pack)</td>
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<tr>
<td>Class 3</td>
<td>Team Creativity</td>
<td>Class 3 Preparation – Group Activity</td>
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<td>Feb. 10</td>
<td>Multicultural Teams</td>
<td>(submit one per group in <em>Submit Work</em> folder)</td>
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<td><em>Case - The Vigilance Project</em> (posted on BB)</td>
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<tr>
<td>Class 4</td>
<td>Virtual Teams</td>
<td>Class 4 Preparation – Individual Activity</td>
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<td>Feb. 17</td>
<td>Team Leadership and Coaching</td>
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<td><em>Case - Sun Micro Systems</em> (course pack)</td>
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<td>End of Course Activities (due dates TBD)</td>
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<td></td>
<td>Personal Development – Part 2 (<em>Submit Work</em> folder)</td>
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<td></td>
<td>Final Exam (<em>Submit Work</em> folder)</td>
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Appendix 1: General Supplementary Readings (not required)


Appendix 2: University Policies Relevant To This Class

Academic Integrity
The code of academic integrity applies to all courses in the George Washington School of Business. Please become familiar with the code. All students are expected to maintain the highest level of academic integrity throughout the course of the semester. Please note that acts of academic dishonesty during the course will be prosecuted and harsh penalties may be sought for such acts, including potential failure of the class. Students are responsible for knowing what acts constitute academic dishonesty. For example, cheating, fabrication, plagiarism, falsifying University documents, and facilitating academic dishonesty are among the behaviors that constitute violations of the Code of Academic Integrity. The code may be found at: http://www.gwu.edu/~ntegrity/code.html.

More About Plagiarism - Plagiarism is the use of someone else’s idea, as a quote or paraphrase, without giving full credit to the source. It is an academic offense, unethical, and also unnecessary. There is certainly no need to plagiarize, since you are allowed to use sources, provided that you acknowledge them. Avoid plagiarizing by placing any direct quotes from other sources in quotation marks and citing any sources of ideas/information taken from others. For more information on how to avoid plagiarism, access the following Gelman Library website: http://libguides.gwu.edu/plagiarism. In addition, you can take advantage of the excellent assistance available in The Writing Center (Rome 555, X43765, gwriter@gwu.edu).

Religious Accommodation
Students should notify faculty during the first week of the semester of their intention to be miss class on their day(s) of religious observance so that faculty and student can work together to avoid negative impact to the student resulting from the absence. Please note that any religious accommodation only extends to the day or days of the observance of a holiday. For example, if a religious holiday falls on Tuesday, then you are not excused from Monday class obligations (even if your only transportation is on Monday).

Disability Support Services (DSS)
Any student who may need an accommodation based on the potential impact of a disability should contact the Disability Support Services office at 202-994-8250 in the Rome Hall, Suite 102, to establish eligibility and to coordinate reasonable accommodations. For additional information please refer to: gwired.gwu.edu/dss/

Mental Health Services (202-994-5300)
The University's Mental Health Services offers 24/7 assistance and referral to address students' personal, social, career, and study skills problems. Services for students include: crisis and emergency mental health consultations confidential assessment, counseling services (individual and small group), and referrals. counselingcenter.gwu.edu/

Emergency Preparedness
To report an emergency or other suspicious activities call the University Policy Department at 202-994-6111. If the line is unavailable dial 911. An evacuation will be considered if the building we are in is affected or we need to move to a location of greater safety. We will always evacuate if the fire alarm sounds. In the event of an evacuation, please gather your personal belongings and proceed to the nearest exit. Do not use the elevator. Once we have evacuated the building, proceed to our primary rendezvous location (Smith Center). In the event that this location is unavailable, we will meet at (Wellness Center). Additional information about emergency preparedness and response at GW can be found at http://campusadvisories.gwu.edu or by calling the GW Information Line at 202-994-5050.
Violence/Active Shooter: Quickly determine the most reasonable way to protect your own life. Remember that others are likely to follow your actions during an active shooter situation. If an active shooter is in your vicinity: a) call GWPD or 911; b) if evacuation is not possible, hide in a concealed space; c) lock and barricade the door; d) turn off the lights; e) stay quiet and silence your cell phone; f) wait for law enforcement; g) if aggressor enters the room, fight back.