MGMT 464- Teamwork and Interpersonal Skills

Fall 2014

Professor: Dr. Victoria M Grady, Assistant Professor of Business Administration
Email: vgrady3@gmu.edu
Office: Enterprise Hall, Room 213, Management Suite
Office Hours: Tuesday, 12noon to 1:30pm, Friday, 10am to 10:30am, and By Appointment

Required Texts:


Required Articles: Other readings will be provided during the semester either via link through Blackboard or via the online database at GMU Library.

Course Description:

This course will provide you with concepts and tools to help you understand and manage human behavior in teams and work groups. The knowledge and skills you develop in this course will be critical to you as you manage your relationships with co-workers, bosses, and subordinates; manage, design and change the teams or groups you belong to; and work to achieve your goals in complex and dynamic organizational settings. Ultimately, the knowledge and skills you develop in this course can help you to become a more effective contributor in any team, group or organization that you join.

Course Objectives:

This course has three primary objectives.

1. To help students become familiar with contemporary theories and research findings about teams, their function and their management,
2. To give students experience with the functions managers need to perform: Evaluation of complex situations, delegation of tasks, presentation of knowledge (written and oral), persuasion of others and defense of your argument.
3. To help students think more effectively—that is, to know how to perceive, interpret, and judge information in such a way that one can be confident in their recommendations, and be able to learn how to improve their knowledge.
**Course Requirements:**

Grades will be based on the following:

- Reaction Paper: 10%
- Mid-Term Exam: 20%
- Final Exam: 20%
- Team Case Project: 40%
  (Paper= 10%  Pres= 15%  Team Eval=10%)
- Class Participation and Attendance: 10%

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Reading and Assignment</th>
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<tbody>
<tr>
<td>1</td>
<td>Aug 25 to 29</td>
<td>Introduction</td>
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</tbody>
</table>
| 2    | Sept 1 to 5  | Team Structure and Characteristics | Chapter 4  
  Article: Wilfred Bion Discussion- Experiences in Groups |
| 3    | Sept 8 to 12 | Coordination and Communication | Chapter 6  
  Video: The Abilene Paradox |
| 4    | Sept 15 to 19 | Decision Making | Chapter 7  
  Discussion: Mental Models  
  Exercise: Challenge the Mental Model |
| 5    | Sept 22 to 26 | Decision Making (Cont.) | Article: What You Don’t Know about Making Decisions  
  Article: Big Shoes to Fill |
| 6    | Sept 29 to Oct 3 | Conflict and Creativity | Chapter 8 and Chapter 9  
  Article: When Your Colleague is a Sabotuer? |
| 7    | Oct 6 to 10 | Midterm | |
| 8    | Oct 13 to 17 | Motivation, Rewards, and Incentives | Chapter 3  
  Exercise: What Motivates You? |
| 9    | Oct 20 to 24 | Power and Influence | Video: 12 Angry Men |
| 10   | Oct 27 to 31 | Leadership and Management | Chapter 11  
  Exercise: Is there a Difference Between Leadership and Management? |
| 11   | Nov 3 to 7  | Multi-Team Environment | Chapter 12 |
| 12   | Nov 10 to 14 | Self-Managing | |
Assignments

**Reaction Paper:** There is a reaction paper due during the semester. Please note the due date listed on the syllabus in the third column of the schedule table. The reaction paper is unique and should be considered an independent assignment. However, real world examples from your personal experience should be used in each analysis and can be carried forward from one topic area to the next. The reaction papers should not exceed 3-5 pages in length. More discussion will be provided during the first class.

**Term Project and Presentation:** This is a TEAM Project. The teams will be assigned the first week of class based on enrollment. This assignment will be due in two increments.

Each student team will choose one of the topics listed on the syllabus and prepare a 15 minute presentation/class discussion that analyzes the topic and adds Team’s unique perspective. The format is up to each group, but should be approved by the professor in advance. The goal of this assignment is not only to introduce/review additional literature on the highlighted topic, but also further our understanding of the process and impact of Teams on the organization.

*All Students should present in writing to the Professor no later than September 16th a short description of the Team Project to be discussed, written and presented to the class.*

The first is a formal paper outlining the specifics of the case. The case study, supporting facts, and analysis should be approximately 8-10 double spaced pages in length. *The Final Paper will be due December 4 via Blackboard.* However, the papers can be submitted earlier.

The deliverable for the second part of the assignment will be based on a PowerPoint (PPT) Presentation **AND** the successful facilitation of the classroom discussion. The presentation portion will be timed; therefore, it is **crucial** to the **success** of this component of the project that the PPT presentation be rehearsed. There will be more flexibility in the class discussion. This portion will be graded based on the ability of the Team to actively engage the class.

**Suggestion:** A common format for this assignment is the preparation of a case study related to the topic.

**Detailed specific information will be discussed on the first day of class regarding the basis for the case topics appropriate for the assignment.**
Mid-Term and Final Exam: The exams will consist of multiple choice, true false and short answer questions. The objective of the exam is to integrate the concepts learned during the semester in a format that demonstrates a basic proficiency in the management literature discussed.

Grading Scale:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>A</td>
<td>94-100</td>
</tr>
<tr>
<td>A-</td>
<td>90-93</td>
</tr>
<tr>
<td>B+</td>
<td>87-89</td>
</tr>
<tr>
<td>B</td>
<td>84-86</td>
</tr>
<tr>
<td>B-</td>
<td>80-83</td>
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<tr>
<td>C+</td>
<td>77-79</td>
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<tr>
<td>C</td>
<td>73-76</td>
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<tr>
<td>C-</td>
<td>69-70</td>
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<tr>
<td>D+</td>
<td>65-68</td>
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<tr>
<td>D</td>
<td>61-64</td>
</tr>
<tr>
<td>F</td>
<td>60 and below</td>
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Technology Expectations

Please turn OFF or silence (i.e., no vibrate either) ALL cell phones before entering the classroom. Do NOT text or have your phone in front of you during class. If students use laptops, they should be for course-related purposes only (i.e., Facebook can wait until after class). Violation of this policy WILL impact participation grades.

Attendance

Students are expected to attend the class periods of the courses for which they are registered. In-class participation is important not only to the individual student, but also to the class as a whole. Because class participation may be a factor in grading, instructors may use absence, tardiness, or early departure as de facto evidence of nonparticipation. Students who miss an exam with an acceptable excuse may be penalized according to the individual instructor’s grading policy, as stated in the course syllabus.

Absence for Religious Observances or Participation in University Activities

Mason encourages its faculty to make a reasonable effort to allow students to observe their religious holidays or to participate in university-sponsored activities (e.g., intercollegiate athletics, forensics team, dance company, etc.) without academic penalty. Absence from classes or exams for these reasons does not relieve students from responsibility for any part of the course work required during the absence. Students who miss classes, exams, or other assignments as a consequence of their religious observance or for participation in a university activity will be provided a reasonable alternative opportunity, consistent with class attendance policies stated in the syllabus, to make up the missed work. It is the obligation of students to provide faculty, within the first two weeks of the semester, with the dates of major religious holidays on which they will be absent, and the dates for which they are requesting an excused absence for participation in any university-sponsored activity scheduled prior to the start of the semester, and as soon as possible otherwise. Students requesting an excused absence for participation in a university-sponsored activity must provide their instructor with a letter from a university official stating the dates and times that participation in the activity would result in the student missing class. Faculty members are encouraged to take religious observances into consideration when constructing class schedules and syllabi.

Absence from Final Exam

Absences from final exams will not be excused by the instructor except for sickness on the day of the exam. Other causes must be approved by the student’s academic dean or director. The effect of an unexcused absence from an undergraduate final exam shall be determined by the weighted value of the exam as stated in the course syllabus provided by the instructor. If absence
from a graduate final exam is unexcused, the grade for the course is entered as F. See the Additional Grade Notations in the AP.3 Grading section for information on being absent with permission.

_all papers, exams, or submitted material must include the words_ Honor Code: ____________ with your signature. This should be on the front page of all submitted assignments.

**George Mason Honor Code**

_To promote a stronger sense of mutual responsibility, respect, trust, and fairness among all members of the George Mason University community and with the desire for greater academic and personal achievement, we, the student members of the University Community have set forth this:_

Student members of the George Mason University community pledge not to _cheat, plagiarize, steal, _and/or _lie_ in matters related to academic work.

**Plagiarism**

Below are some definitions of Plagiarism. However, please know that the definitions are also interpreted by the professor(s), meaning that this list is not exhaustive.

- Cutting and pasting from other sources
- Improper and/or lack of proper citations
- Using someone’s ideas, thoughts and/or words without citing
- Using poor paraphrasing
- Submitting someone else’s work as your own
- Copying word for word without citing
- Submitting the wrong document

**Cheating**

Below are some definitions of Cheating. However, please know that the definitions are also interpreted by the professor(s), meaning that this list is not exhaustive.

- Using or possessing any unauthorized material/assistance in any academic work
- Submitting a paper submitted for another class
- Using cell phones, calculators, notes during an exam
- Obtaining help or information from a friend/classmate without permission
- Accessing sources/information during an on-line exam/quiz
- Giving help or information/work to a friend/classmate
- Having someone use your iClicker
- Signing-in for another classmate or friend
- Purchasing or attempting to purchase an essay/assignment/code/answers
- Using your previous course work and/or old exams
- Sharing work even after the semester is over
Additional Reading List


