

York University
School of Human Resources Management
Course Outline

HRM 4495
Managing Effective Groups and Teams
Winter 2021

Credits: 3.0

Day/Time: Wednesdays @ 4:00pm – 7:00pm

Location: Lectures will be conducted virtually (per public health guidelines)

Instructor: Professor Belinda Tang

Email: betang@yorku.ca

Office Hours: By appointment

Prerequisites

AP/ADMS 1000 3.00, AP/ADMS 2400 3.00, and AP/HRM2600 3.00. Please do not take this course if you do not have the prerequisites. You may be asked to drop the course at any point throughout the term if you do not have the prerequisites.

Course Description and Objectives

This course examines systematic methods human resource professionals can use to design, develop, and manage high performance groups and teams to achieve organization goals; with a focus on the context of today's business reality in the 21st Century. In an interdependent and uncertain world, solving organizational problems with intact and well-bounded teams are rare. More and more, teams have to work across boundaries, time zones, work with experts they have never met, use technologies that may feel impersonal. Complex and ambiguous problems require teams to operate beyond their comfort zones. Using real life case studies, focused discussions, experiential learning activities, and group projects, students are invited to critically think of the appropriate team composition, collaboration strategies, decision making, leadership, and engendering an organization environment for idea generation and innovation. The learning objectives are to better prepare human resource professionals to enable organizations to achieve material outcomes through highly motivated and effective teams, and to build teaming skills in a new era, when the nature of work is constantly shifting.

Required Materials

Textbook: Thompson, L (2018). Making the team: A Guide for Managers. Pearson 6th edition

Textbook: Edmondson, A (2012). Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy

Articles and case studies as assigned

Lecture material for each week's topic will be available for download from the course Moodle page on the day of each class

Tentative Class Schedule*

Week	Dates	Topics	Readings**	Assignments due
1	Jan 13	Building the Team - Teams in Organizations - Types of teams - Team design - Teaming – a new way of working	Thompson, Chapter 1, 2 Edmondson, Chapter 1	Journal: Reading reflections: Most valuable learning points. What stood out to you?
2	Jan 20	Building the Team (cont'd) - Team cohesion - Leading Teams - Organizing to learn	Thompson, Chapter 4 Edmondson Chapter 2,3	Journal: Reading reflections Teams assigned
3	Jan 27	Team Performance Strategies - Making it safe to team - Managing conflict - Teaming	Thompson, Chapter 4, 13 Edmondson, Chapter 4, 5, 6	Journal: Reading reflections
4	Feb 3	Team performance Strategies (cont'd) - Team failure - Team communication collaboration - Giving and receiving feedback - Team decision making - Overcoming bias	Thompson, Chapter 6,11 Edmondson, Chapter 7, 8	Journal: Reading reflections Team Contract Due
5	Feb 10	Mid-Term Exam		
6	Feb 17	Winter Reading Week Feb 13-19 (no class)		
7	Feb 23	Teams/teaming in Organizations - Cross Border, multi-cultural teams - Virtual Teaming - Rewarding and motivating teams - The power of framing Mid-Term Exam Review	Thompson, Chapter 12 Edmondson, Chapter 2, 6	Journal: Reading reflections Team elevator speeches due
8	Mar 3	Teams/teaming in Organizations (Cont'd) - The power of framing - Team failure - Leadership - Innovation in teams	Edmondson Chapter 5 Thompson Chapter 11	Journal: Reading reflections
9	Mar 10	Team Leadership: A deeper look	Edmondson Chapter 8	Journal: Reading reflections
10	Mar 17	Case Study: Applying teaming theory and methods	Readings as assigned	Journal: Reading reflections
11	Mar 24	Your role of Human Resources Leaders in building teaming skills	Readings as assigned	
12	Mar 31	Project Presentations and group paper submissions		Group presentation and Paper
13	Apr 7	Project Presentations and group paper submissions		Group presentation and Paper
14	Apr 14	Wrap-up		

* Instructor reserves the right to change or alter the schedule with sufficient notice to students

** Additional articles for reading will be assigned every class (posted in Moodle and available in the course kit)

Course Evaluations:

Your overall mark will be based on the following:

Class participation	20%
Journal reflections	10%
Mid-term exam	30%
Team project and presentation	40%
Total	100%

Grading components:

Class participation (20%): This is a highly interactive course. You will be evaluated based on:

- Your attendance (we start on time and attend all sessions). If you absolutely must be absent or late, please contact me by email 24 hours in advance.
- The quality of your participation as demonstrated by the extent you come prepared to class having completed all readings and assignments. Marks will be given for observable contribution (we need your voices in class)
- Your critical thinking through having reflected on the readings, your curiosity in the questions asked, and your contribution to moving the discussions that is conducive to learning.

Journal reflections (10%): Each week, you are expected to journal your reflections from the readings and capture them in Moodle. I am looking for your questions having read the material, not a summary of what you've read. Don't be afraid to journal what you disagree with in the readings based on your experience. Must limit reflections to less than 100 words.

Mid-Term Exam (30%): The mid-term exam will be closed book using a case study, covering topics discussed in the class, and assigned readings and reflections. In case of illness, please contact me via email one week BEFORE the exam and submit a completed Attending Physician Statement available at the Registrar's Office Website. Failure to do so will result in a zero grade.

Team project presentation and paper (40%): You will be assigned to a team of 5-6 members. Your team will study a significant issue on teams or teaming facing organizations today. The grading criteria will consider your application of theory learned in the course, evidenced based data to support your assertions, critical analysis and overall organization of your group project and cohesive conclusions. The deliverables are as follows:

- An elevator speech (5%) covering the topic, key questions you are researching, and the impact on effective groups and teams from your team project. I will provide the guidelines for writing an elevator speech. The intent is to promote narrower topics of interest, given the broad topic of teams.
- A team contract (5%), with team goals, how you will measure individual contributions and the overall effectiveness of the team, and how you will evaluate success.
- A team presentation (10%) to be scheduled during the last two classes (30 minutes limit)
- A team paper (20%) with an abstract, research areas, and key findings, conclusions, and impact to the field of talent and human resources (up to 10 pages, using 12 font New Times Roman, double spaced) to be submitted at the last class.