



**Course Outline
AP/ADMS/HRM4495A**

Fall 2022

Managing Effective Groups and Teams

York University - School of Human Resource Management

Course Director/Professor: Ron Alexandrowich M.Ed. DHRP

E-mail: ronalex@yorku.ca – Please indicate the course number in your heading along with the topic.

Dates: Sept 8 – Dec 1

Time: 2:30pm – 5:30pm Thursdays

Location: ACW 104

Office Hours: I do not have office hours. You may set up a time to meet one-on-one using Zoom or see me in class.

COURSE OBJECTIVES:

This course provides students with an understanding of the systematic methods that HR professionals can use to design, develop, and manage high-performance groups and teams in organizational settings.

Using experiential learning activities, real life case studies, self-reflection assignments, and group projects, students are invited to critically think of the appropriate team composition, performance appraisal, communication, decision making, conflict handling, leadership, and engendering an organizational environment for collaboration and innovation. Students will leave the course with an enhanced comprehension of how to manage groups and teams toward achieving organizational goals.

PREREQUISITES:

AP/ADMS 1000 3.00, AP/ADMS 2400 3.00, and AP/HRM2600 3.00. Course credit exclusions: None.

Students are personally responsible to ensure that they have the required prerequisites

as stated in the course outline. Students who do not have the prerequisites are at risk of being dropped from the course at any time during the course. The department will not be responsible for refunds resulting from students being dropped from a course due to a lack of the appropriate prerequisites.

REQUIRED TEXT:

Thompson, L. (2018). Making the Team: A Guide for Managers (6th ed.). Pearson Education. ISBN 9780134484204

Note Regarding Assigned Readings

Course material will be presented using a variety of teaching methods to encourage interaction, participation, and personal reflection on the relevance and application of the content. Lectures will be coupled with cases, discussion, and experiential activities to facilitate the understanding of the concepts of the course and demonstrate their application to real-life situations. Preparing for class requires reading the cases and assigned textbook chapters; taking comprehensive notes; and formulating opinions and questions to articulate in plenary and small team discussions.

Course Schedule

Class	Topic	Chapter(s)	Due
Sept. 8	Course Introduction Type of Teams	1	
15	Designing the Team	2	
22	Leading Teams	3	
29	Team Cohesion and Trust	4	
Oct. 6	Performance and Productivity/Team Communication and Collective Intelligence	5 and 6	
Oct 13	Reading Week	Reading Week (no class)	
20	Reflection Journal	Reflection Journal (no class)	Reflection Journal Oct 21
27	Team Decision Making/Managing Team Conflict	7 and 8	Presentations/Handout
Nov. 3	Creativity and Innovation in Teams	9	Presentations/Handout

10	Subgroups and Multi-Teams	10	Presentations/Handout
17	Team Networking and Social Capital	11	Presentations/Handout/Paper
24	Virtual Teams	12	Presentations/Handout
Dec 1	Multicultural Teams and Review	13	Presentations/Handout

Evaluation Method

Midterm: Individual Reflection Journal 15% (Oct 21, 2022)

Professional Development Action Plan (45%): This is an individual assignment.

- Paper – 20% (Nov 17, 2022)
- Handout - 10% Various Dates
- Presentation - 15% Various Dates

Final Exam: 40% (comprehensive)

All final grades will be reviewed by the School of Human Resource Management and the School reserves the right to modify them to maintain high standards.

Midterm: Individual Reflection Journal 15%

You are asked to write a 8 – 10 page reflection journal about a topic within this course from the first 6 chapters.

Your writing must be organized. Introduce your topic and the point you plan to make about your experience and learning. Develop your point through body paragraph(s) and conclude your paper by exploring the meaning you derive from your reflection. You should maintain a formal tone, but it is acceptable to write in the first person and to use personal pronouns.

The format of the individual reflection journal is 8 - 10 pages, double spaced, 1" margins on all sides, and 12-point Times New Roman font. The individual reflection journal will be evaluated on style (grammar, etc.) and content (the extent and quality of self reflection). Details will be provided in class. More information will be posted on our

class site.

Professional Developmental Action Plan with Presentation and Handout (Total 45%)

Professional Development Plan

The Professional Development Plan is an individual assignment designed to provide you with an opportunity to reflect on how issues and concepts raised in class affect you *personally* as a manager/professional. You will submit your Professional Development Plan in three (3) parts.

Paper 20%

You will develop an 8 – 10 page paper indicating what skill set you would like to improve upon and how you will achieve this along with a timeframe. You will use the information from your paper to create a handout to submit to your class.

Presentation (15%)

You will present to the class a **10-minute** presentation of your professional development action plan. Marks will be deducted if over the 10 minute timeframe.

I strongly recommend that you plan to have a mix of lecture and various activities (e.g., video-based cases, short video clips to illustrate a concept, scenarios, experiential activities, role plays, assessments, etc.). If you intend to use YouTube video clips, you can insert an image of the clip and then use the hyperlink function to link your image to the YouTube page.

Handout (10%)

You will develop a professional handout. The handout will be distributed to all students via Moodle on day of your presentation. The handout is supposed to be used as a resource for your classmates who would like to further develop the skill on which you have done your research. It should provide an overview of the topic, tell the reader why your topic is important, provide specific techniques for developing the skill, and offer useful resources. The handout should be visually appealing, and easy to review. All sources you use to develop your module must be cited.

Final Examination: 35%

The final exam will be held during the formal examination period for the semester, in a room and location to be announced closer to the exam date. More details will follow as the semester progresses. The final exam is a closed-book exam covering materials

covered in class and information from class discussions. The instructor will provide more details of the format.

In accordance with the University Policy a Deferred Standing Agreement must be submitted to the School of Human Resource Management within one week of the missed exam. Students who miss the final exam may petition to write a deferred exam. Deferred exams are written during the final exam period of the next semester. No make-up dates will be offered during this term.