



York University - School of Human Resource Management

Course Outline ADMS/HRM4495M Managing Effective Groups and Teams

Winter 2023

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: Jan 11 – April 5, 2023

Time: 4:00pm – 7:00pm Wednesday

Location: ACW 205

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
Jan 11	Course Introduction Type of Teams	1	
18	Designing the Team	2	
25	Leading Teams	3	
Feb 1	Team Cohesion and Trust	4	
8	Performance and Productivity/	5	
15	Midterm Exam - online	Midterm Exam	Midterm Exam
22	Reading Week	Reading Week	Reading Week
March 1	Team Communication and Collective Intelligence	6	
8	Team Decision Making/Managing Team Conflict	7 and 8	Journals Due March 10
15	Creativity and Innovation in Teams	9	
22	Subgroups and Multi-Teams/ Team Networking and Social Capital	10 and 11	Paper Due March 22
29	Virtual Teams	12	
April 5	Final Exam Online	Final Exam	Final Exam

Evaluation Method

Midterm Exam: 30%

Reflection Journals: 20%

Paper: 30%

Final Exam: 20%

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 Exam 30%: Feb 15

The midterm exam will be held online during class time covering chapters 1 – 6 only. The format is still to be determined. There will be no alternative dates to write a make-up exam.

Individual Reflection Journals 20% - March 10

You will maintain **4 reflective journals** which will focus on your practicum experiences. Your journals will thoughtfully relate the descriptive, reflective, and analytic aspects of your experiences and your learning in class. **(2-3 pages each journal entry (8-12 pages) double spaced)**. The journals will be considered confidential and will NOT be shared. This is to be submitted in ONE (1) document only.

Through this deliberate cognitive activity, you have the potential to intentionally connect thoughts, feelings, and experiences related to the learning activity in which you are engaged. Journal writing is an intentional reflective design strategy that has been used in traditional learning environments. It will facilitate your integration of new information to what can often be purely academic work. This will also enhance the development of insight; promote cognitive awareness and critical thinking. The below is only a sample of reflective questions you may ask yourself. You do not need to answer any or all these questions. These questions are here only to stimulate your thoughts.

- What would you say was the most important thing you learned because of the session?
- What are your thoughts about the topics covered?
- How might or will you use what you have learned today?
- How can you take what you learned and apply it to...?
- Describe the extent to which you understand the information discussed in class. What are you confident about? What are you confused about? What do you find particularly interesting and thought provoking?

The format of the individual reflection journal is 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.

Individual Paper: 30% Due March 22

You will research a current issue facing organizations, in Canada or elsewhere, related to this course. There are multiple sources of information: the news/press, journals, managers and employees, your own experiences, academic journals, and so on. You are to research an issue and come up with recommendations on how to manage that issue/problem. Use of peer reviewed journals is encouraged.

Below is a format suggestion only.

- An introduction and purpose of your paper (1 page).
- Background of the problem and review/analysis of related information/what you found (8 - 9 pages).
- Your recommendations on how organizations can manage the issue (3 pages)
- Bibliography

Your **written paper** should be approx. 12 - 15 pages, excluding your bibliography. (Arial or Times New Roman, 12 pitch, with 1" margins: double-spaced). You must include a bibliography of articles cited, using the APA style. Your paper will be judged on style (grammar, etc.) and content (the extent and quality of your research, analysis, and recommendations).

Final Examination: 20% April 5

The final exam will be held online covering materials from Chapters 7 – 12 only. 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. No make-up dates will be offered during this term.