

HRM 4495: Managing Effective Groups¹**York University Fall 2024**

School of Human Resources Management • Faculty of Liberal Arts & Professional Studies

GENERAL INFORMATION

Professor:	Tina Sharifi
E-mail:	tinasha@yorku.ca
Office Hours:	By appointment
Class Format:	In-Person
Class Meeting Location:	Wednesdays at 2:30 PM EST
Course website:	eclass.yorku.ca

COURSE INFORMATION**Course Description**

“The whole is greater than the sum of its parts.” – Aristotle

This course is designed to address the *what, why, and how* come of group and team research deemed critical to the world of business and management. The objective of this course is to introduce students to the theory-driven and practical research that explains the role of groups and teams within organizational settings. Each week, we will review topics that help craft a deeper understanding of the basics of teamwork, internal dynamics within teams/groups, and the external factors which importantly shape their effectiveness and outcomes. Altogether, we will combine theory with practical knowledge to engage in a deeper understanding of concepts through both application and reflection.

Prerequisites

AP/ADMS 1000 3.00, AP/ADMS 2400 3.00, and AP/HRM2600 3.00. Enrollment and all matters pertaining to course registration should be taken directly to the School of HRM via email at lapsshrm@yorku.ca.

Course Objectives

- To review and discuss various theories and concepts related to the development, functioning, and maintenance of successful teams.
- Develop a strong understanding of how to create and collaborate in teams, focusing on developing the necessary skills to become productive team members.
- To develop your ability to apply theories and real-life applications/simulations through critical thinking, reflection and writing.
- To encourage and cultivate an understanding of the importance of being a team member and managing teams, which can be successfully applied in your personal and professional life.

¹ **Note:** Information contained in this course outline, including the course evaluation, is subject to change at any time before or over the course of the semester, and the instructor reserves the right to make such changes. Any such changes will be announced in class. It is the responsibility of each student to ensure that such communication is received and to adhere to these changes.

COURSE SCHEDULE

Week	Date	Topic	Readings and Assignments
1	September 4	Course Overview Constructing a Team	Course outline Chapter 1
2	September 11	Designing & Managing teams	Chapter 2, 3
3	September 18	Team Cohesion & Trust	Chapter 4
4	September 25	Performance and Productivity	Chapter 5
5	October 2	Team Communication & Learning	Chapter 6
6	October 9	MIDTERM (in-class)	
7	October 12-18	FALL READING WEEK	
8	October 16	Team Decision-Making & Conflict	Chapter 7,8
9	October 23	Team Creativity & Innovation	Chapter 9
10	October 30	Subgroups & Multi-teams	Chapter 10
11	November 6	Team Networking & Social Capital Group Presentations Part 1	Chapter 11
12	November 13	Teams in a Virtual World Group Presentations Part 2	Chapter 12
13	November 20	EXAM REVIEW	
14	November 27	No Class	Group Research Paper due date 11:59 PM EST
Exam Period			December 5-20

Other Important Dates:

September 18 – Add Deadline without permission of instructor

October 2- Add Deadline with permission of instructor

November 8 – Drop Deadline

November 9- December 3

Course Withdrawal Period

COURSE MATERIALS

Sharifi | HRM 4495 – Fall 2024

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

COURSE EVALUATION

Assessment Methods	Percentage of Grade
1. Individual Reflections	15%
2. Midterm Exam	20%
3. Final Exam	30%
4. Group Research Project	20%
5. Group Research Presentation	15%
Total	100%

COURSE EVALUATION INFORMATION

IMPORTANT NOTE: *Students should regularly attend and engage with all lectures and be prepared to discuss and debate the material in a knowledgeable, critical, and respectful manner.*

1. Individual Reflections (15%)

A critical component of effective team collaboration is developed through self-reflection. Students are tasked with completing a weekly learning journal throughout the term. These reflections will allow for you to know yourself better—honesty and authenticity is encouraged. These journal entries are a form of self-assessment exercise that should reflect your learning and progress of team effectiveness topics, theories and insight gained from readings, observational activities, and class content. Therefore, your reflections must draw from course content (readings, lecture, assessments within the textbook), discuss personal strengths and challenges, short and long-term goals/objectives, and incorporate plans for continuous development of developing, managing, and functioning within teams, knowledge or abilities. You will submit your weekly reflections in-person at the beginning of lecture and **must submit only your own reflection.** *Late submission will not be accepted.*

2. Midterm (20%) – October 9, 2024

3. Final Exam (30%) – TBA (Final Exam Period: December 5-20)

The exams will test your understanding of the key concepts and theories of team effectiveness and management and your ability to apply them in the workplace. Each exam will consist of a combination of multiple choice, true and false, short answers, and essay questions. Course materials covered in the lecture slides, lecture videos, cases, videos, and exercises are subject to examination. *The final exam is non-cumulative;* it will only cover material from after the midterm.

The final exam will take place during the final exam period. Please ensure that it does not conflict with the exams of other courses you are taking this semester. Please note that the midterm exam **cannot be deferred.** If, for any reason, you must miss the midterm exam, the value will be applied to the final exam (i.e., a missed midterm exam will result in the final exam being valued at 70% of the final grade). If you miss the midterm due to uncontrollable circumstances, such as medical emergencies (with valid documents), your final exam grade will be re-weighted.

4. Group Project: Research Paper (20%)

You will be assigned to a group of 4-5 people. This will occur after the add deadline (September 18). You will be asked to think of a critical research question related to the topic of *teams and managing effective groups* and with your group, endeavor to answer this assertion and provide recommendations for both theory and practice.

Your paper should include:

1. Effective introduction which outlines the gap, significance and scope of the chosen topic/research question.
2. Context and comprehensive background literature review, providing a clear understanding of the why of your research objective, alongside contributing factors, and its current impact on team dynamics and learning processes.
3. Summary and analysis of your respective findings, followed by clearly developed recommendations which effectively apply to both theory and practice.

You must incorporate at least 15 peer-reviewed, academic sources. This group project will provide you with the opportunity to familiarize yourself with reading research articles and finding evidence-based answers to important organizational questions. Instructions for the full report will be posted on E-Class. The report must be submitted to TurnItIn no later than November 27th at 11:59 PM EST.

You will have the opportunity to evaluate the contribution of your group members by completing a peer evaluation form upon completion of the group project. If you believe that all of your group members contributed fully to the Group Project, then there is no need to submit a peer evaluation form.

5. Group Project: Research Report (20%)

Students will be expected to present their research paper to the class in groups. You will be assigned to present on either November 6th and November 13th which will be established mid-semester (week of July 22). It is expected that all members of the group contribute and participate in the presentation of their report. Presentations should be no longer than 15 minutes, with an additional 3-5 minutes allotted for questions from the Instructor and colleagues. The presentation will be graded on quality of material presented (strong content, clear and appealing slides, organized PPT), group cohesion of presentation, and engagement with audience.

CLASS PROTOCOL

Academic Honesty and Integrity

The core principles of academic integrity – honesty, trust, fairness, respect and responsibility – should be in the forefront of all you do as a student, employee, and manager.

Please be reminded of York University's policies with respect to academic integrity. Violations of academic integrity are considered to be very serious and will be investigated in accordance with policy. The policy can be found at: <http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

Course Policy on Students' Use of Generative Artificial Intelligence (AI)

In this course, all work should be completed by you and you alone. As such, you are expressly prohibited from using generative artificial intelligence (AI), such as ChatGPT, to help you complete any

Sharifi | HRM 4495 – Fall 2024

of your work for this course (e.g. tests; assignments; presentations; essay outlines, etc.) If you do not know whether an online resource or tool can be used in this course, please contact me for guidance. Any use of generative AI in this course will be considered a breach of the Senate Policy on Academic Honesty. More specifically, using text-generating tools (such as ChatGPT) would be considered to be cheating (Senate Policy, section 2.1.1) and using image-generating tools (such as DALL-E) would be considered to be plagiarism (Senate Policy, section 2.1.3). For more information, please review AI Technology and Academic Integrity: Information for Students: <https://www.yorku.ca/unit/vpacad/academic-integrity/ai-technology-academic-integrity/>

Recording Lectures

Students may not create audio, video, or camera recordings of classes with the exception of those students requiring an accommodation for a disability. Those who have obtained permission are not authorized to disseminate their recordings. Students creating unauthorized recordings of lectures violate an instructor's intellectual property rights and the Canadian Copyright Act. Students violating this agreement will be subject to disciplinary actions under the Student Code of Conduct and Discipline.

Sharing/Selling Academic Work

Please do not post any course material from this course to any other websites. Students creating unauthorized audio recordings of lectures, or copies of assigned work, violate an instructor's intellectual property rights, and the Canadian Copyright Act. Copying this material for distribution (e.g., uploading material to a commercial third-party website) may lead to a charge of misconduct according to York's Code of Student Rights and Responsibilities, the Senate Policy on Academic Honesty, and/or legal consequences for copyright violations. Students may not publish, post on an Internet site, sell, or otherwise distribute any course materials or work without the instructor's express permission. Course materials should only be used by students enrolled in this course.

Assignment Submission

Assignments and activities should be submitted via the course website. An eClass site has been set up for this course. It can be accessed at <https://eclass.yorku.ca> using your passport York account.

Assignments may be processed through turnitin.com. Turnitin is a plagiarism prevention tool that checks your submission against other texts, including websites, journal articles, books, and other student submissions.

It is important that your activities and assignments are handed in on time. Self-assessment activities will not be accepted after the due date. Failure to submit the group project on time will result in a deduction of one full letter grade per day (i.e., an "A" assignment will become a "B" assignment). However, if there are extenuating circumstances that prevent you from getting your work done on schedule, you must notify me as soon as possible to make other arrangements. In these situations, I may require supporting documentation.

Course Communications and Email Policy

Please note that I often communicate with the entire class using the Course Announcements forum on the course website. It is your responsibility to ensure that you are receiving course

Sharifi | HRM 4495 – Fall 2024

announcements via email and that you are regularly checking the Course Announcements forum for any updates. I will reply to e-mail inquiries from students usually within 48 hours of their receipt (excepting weekends and holidays). If you do not receive a reply within this period, please resubmit your question(s) or send a follow-up email. Each e-mail must include in the subject line the course identifier and a concise and clear statement of purpose [e.g., HRM3440B: question about the group project]. **Please make sure you consult the course outline, the course website, and other handouts BEFORE submitting inquiries by e-mail.** Keep in mind that last minute e-mails before a test or assignment may not receive a reply before the test or before the assignment is due, so please try to avoid these.

