

## COURSE INFORMATION

Course title: **Managing Effective Teams**

Course code: HRM 4495A

Class location: RS122

Session and term: 2025W

Class times: Wednesday 4:00PM-7:00PM

Course duration: January 6, 2025-April 4, 2025

## INSTRUCTOR INFORMATION

Instructor: Farnaz (Naz) Ghaedipour

Email: Nazg@yorku.ca

Office hours: Monday 9:30-11/ Wednesday 2:30-3:30 by appointment\*

\*Please book using Calendly: <https://calendly.com/nazg-yorku/30min>

Anonymous suggestion box:

[https://qualtricsxmtpsmb3sjd.qualtrics.com/jfe/form/SV\\_9zO1rxZ6ULZ3hdQ](https://qualtricsxmtpsmb3sjd.qualtrics.com/jfe/form/SV_9zO1rxZ6ULZ3hdQ)

\*The course outline is subject to change.

## COURSE DESCRIPTION

Teams are the building blocks of organizations, the engines of creativity and execution—but they are also fragile, prone to conflict, misalignment, and dysfunction. And yet, our ability to collaborate in teams is what sets humans apart as a species. The ability to coordinate, communicate, and build shared goals has enabled humanity to achieve extraordinary feats, from constructing cities to innovating technologies. This course is a deep dive into what makes teams thrive, what breaks them apart, and how leaders can bridge the gap.

This isn't a course about generic teamwork platitudes. It's a practical guide to understanding and influencing behavior—how to motivate people, how to establish trust, and how to design environments that make collaboration and success feel inevitable.

### Learning Objectives

Through case studies and real-world examples, we'll explore questions like:

- How do you influence behavior in ways that last?
- How to communicate effectively?
- How do you inspire trust and motivation in your team?
- How can you create structures and norms that ensure success over the long term?
- How do you measure results and give constructive feedback?

## Learning Materials

- Switch: How to change things when change is hard (Chip Heath, Dan Heath)
- The Five Dysfunctions of a Team- 20<sup>th</sup> edition (Patrick Lencioni)

## ASSESSMENTS

### Summary

Component	Weight	Optional adjustment*
Participation in classroom, case studies and team reflections	35%	40%
Group Assignment	5%	5%
Midterm exam	30%	25%
Final exam	30%	30%
Total	100%	100%

### \*Optional Adjustment

To provide flexibility, students may choose to **reduce the weight of their Midterm Exam by 5%** and reallocate it to their **Participation grade**. This adjustment allows students to emphasize consistent engagement and contributions throughout the course. If you wish to opt for this adjustment:

- Notify the instructor via [this application](#) by Feb 5, 2025.
- Once selected, this adjustment cannot be reversed.
- The adjusted weights will be: **Participation: 40%, Midterm Exam: 25%**.

### Details of Assessments

#### Participation in Classroom Activities (35%)

Participation is a critical part of your grade, designed to encourage active engagement and reflection throughout the course. This component assesses attendance, involvement in case studies, class contributions, and reflective learning.

##### 1. Attendance and Case Study Teamwork

- Attendance is essential, as it directly ties into your ability to participate in in-class case study activities. Being present ensures you contribute to the team's work and engage with the material.
- Since case study contributions cannot be accurately tracked, attendance will represent both participation in the session and involvement in the case study process.

##### 2. Class Contribution

- Active participation in class discussions includes sharing insights, asking meaningful questions, and engaging thoughtfully with the class conversation.

- Quality contributions to the class are likely to possess one or more of the following properties:
  - Offer a different, unique, but relevant, perspective based on analysis and theory
  - Contribute to moving the discussion and analysis forward
  - Build upon the comments of your classmates
  - Transcend the “I feel” syndrome; that is, include some evidence or logic
  - Link relevant concepts to current events or past class discussions
  - Concisely relate personal life experiences to the issue being discussed

### 3. Reflection Document

In each class, you’ll work on a case study in a team of five. Your team will respond to the reflection question at the end of each exercise and submit it to e-class. There is no right and wrong answer for reflection questions. They just need to be thoughtful and complete.

After each class, submit a reflection document by **11:59 PM the night before the next class** (one to two pages, double-spaced, 12pt, Times New Roman). The reflection includes:

1. **Lesson Learned:** Personal insights and understanding of the week’s topics.
  2. **Case Study Reflection:** Analysis of the team’s process and outcomes.
- Reflections are tied to attendance, as missing class makes it impossible to complete the assignment.
  - You can use the template provided on e-Class for this assignment (optional).

#### What if you miss a class?

- **Unexcused Absences (without prior discussion):**

If you miss a class without discussing it with me in advance, you will forfeit the participation mark for that session entirely, including the marks for assignments of that session.

- **Excused Absences (with valid reasons and prior discussion):**

If you notify me in advance of a legitimate reason for missing class (e.g., illness, emergency), the participation mark for that session (including assignment marks) will be redistributed equally across your remaining classes and assignments. For example, if a session is worth 5% and there are 10 classes left, 0.5% (5/10) will be added to each remaining session’s participation mark, making them worth 5.5%.

#### What If You Are Late?

- If you arrive **within 15 minutes** of the class start time, you will be marked as **late** but still receive attendance credit for the session. However, **Three late arrivals** will count as **one missed class** for attendance purposes.

- If you arrive **more than 15 minutes late**, You can still contribute to discussions, participate in class activities, and submit reflection, but you will lose the attendance mark for that class (which accounts for one third of your participation).

### Midterm and Final Exam (30% each)

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.

### Group Assignment (5%)- Ask the guest speaker

**Deadline: Feb 15, 2025**

Your Task: In groups of 5, based on what you have learned in this course so far, write down five questions that you would like to ask our guest speaker. They will choose 5-10 questions that they find most interesting and stimulating to answer. **If any of your questions gets chosen, your group will get a 5% bonus towards your score!**

Week	Date	Topic and Focus	Reading for the Week
Week 1	January 8	<b>Teams: Introduction</b> - What makes a team? Groups vs. teams, team-building foundations.	<i>No reading required for this class</i>
Week 2	January 15	<b>Influencing Behavior: Direct the Rider</b> - Clarity in decision-making and uncovering bright spots.	<i>Switch: Chapter 1-3</i>
Week 3	January 22	<b>Motivate the Elephant (Part 1)</b> - Engaging emotions, overcoming resistance, and building momentum.	<i>Switch: Chapter 4 and 5</i>
Week 4	January 29	<b>Motivate the Elephant (Part 2)</b> - Engaging emotions, overcoming resistance, and building momentum.	<i>Switch: Chapter 6</i>
Week 5	February 5	<b>Shape the Path (Part 1): Simplifying Processes</b> - Identifying and removing barriers to effective behavior.	<i>Switch: Chapter 7 and 8</i>
Week 6	February 12	<b>Shape the Path (Part 2): Creating New Norms</b> - Establishing habits and team culture to sustain change.	<i>Switch: Chapter 9 and 10</i>
Week -	February 15-21	<b>Reading Week</b> - No class.	--
Week 7	February 26	<b>Guest Speaker</b> - Insights from an experienced leader on managing teams.	Prepare the questions!
Week 8	March 5	Midterm exam	Study for the exam!

Week 9	March 12	<b>Communication &amp; Conflict Management (Part 2)</b> - Identifying and resolving team conflicts. Productive vs. destructive conflict.	<i>The Five Dysfunctions:</i> Chapter 2 (Conflict)
Week 10	March 19	<b>Trust</b> - Building trust and psychological safety in teams.	<i>The Five Dysfunctions:</i> Chapter 1 (Trust)
Week 11	March 26	<b>Accountability</b>	<i>The Five Dysfunctions:</i> Chapter 4 (Accountability)
Week 12	April 2	<b>Performance Measurement and Results</b>	<i>The Five Dysfunctions:</i> Chapter 5 (Inattention to Results)