



Winter 2026 Course Outline ADMS 4495 Managing Effective Groups Section M

Instructor: Marlee Mercer

Email: mmercerc@yorku.ca

Class Time: Thursdays, 11:30 pm – 2:30 pm

Location: ACW, Room 009 – *This course will be taught live, in-person*

Course Description

In today's rapidly evolving and interconnected business landscape, a comprehensive understanding of effective team management has become increasingly imperative for organizations to thrive and remain competitive. This course offers students a comprehensive understanding of the systematic approaches available to HR practitioners for crafting, building, and overseeing high-performance groups and teams within organizational contexts.

Through class discussions and practical case studies, students are encouraged to analyze and assess the optimal team structure, performance evaluation, communication strategies, decision-making processes, conflict resolution, leadership dynamics, and cultivating an organizational culture conducive to collaboration and innovation. By the end of the course, students will have gained a deeper understanding of effective management techniques for guiding groups and teams toward the fulfillment of organizational objectives.

This course equips students with the necessary skills and knowledge to foster collaboration, streamline communication, resolve conflicts, and optimize productivity within diverse team settings.

Prerequisites: 66 credits including AP/ADMS 2400 3.00, and AP/HRM 2600 3.00. For BCOM students AP/ADMS 2400 only.

Course Communication Plan

Students who wish to schedule time for in-person or Zoom meetings and have questions can reach out via email to the instructor. The aim is to create an open and collaborative learning environment where students can engage with the course material and seek assistance when needed.

Student Rights and Responsibilities

Your responsibilities:

- ◆ **Stay on schedule.** Complete your readings in the assigned week as it is easy to fall behind. Create notes and a folder to organize your notes. Note all dates and plan your work ahead of time. Observe deadlines and schedules.
- ◆ **Read the assignment instructions carefully well before the due date.** This way if you have questions for the professor, you will have sufficient time to have them answered.
- ◆ **Maintain academic integrity.** Submit original work and ensure all information is cited as needed. Adhere to the university's policies regarding cheating and plagiarism.
- ◆ **Confidentiality and respect.** Create an atmosphere for open and honest exchange. Do not demean others' ideas and responses. If students discuss confidential and sensitive information, keep it private. Finally, harassment and discrimination of any kind will not be tolerated.
- ◆ **Speak your discomfort.** If something bothers you, please share it so that we can work to solve it.

For York University's policies on student rights and responsibilities, please click [here](#).

Required Text:

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

Textbooks can be purchased at the York University bookstore.

Preparing for class requires reading the cases and assigned textbook chapters and taking notes. The instructor may include supplementary readings for a particular class if deemed essential to enhance comprehension of the topic or to make slight adjustments to the reading schedule. Any such modifications or additional readings will be communicated in advance and made available on the course website.

Evaluation:

Assignment	Weight	Due Date
Midterm	26%	February 12, 2024
Group Project	16%	February 26, 2024
Research Paper	31%	March 18, 2024
Final Exam	27%	TBD

Course Schedule:

Week	Topic	Reading Assignment	Note
<u>1</u> Jan 8	Constructing a Team	Chapter 1	
<u>2</u> Jan 15	Designing and Managing Teams	Chapter 2 and 3	.

<u>3</u> Jan 22	Team Cohesion and Trust	Chapter 4	<i>You will be placed in groups this week for the group project.</i> <i>The requirements of the group project will be reviewed during this class.</i>
<u>4</u> Jan 29	Performance and Productivity	Chapter 5	<i>The requirements of the midterm will be reviewed during this class.</i>
<u>5</u> February 5	Team Communication and Learning	Chapter 6	
<u>6</u> Feb 12	MIDTERM (in class) Chapters 1-6		
<u>7</u> Feb 19	<u>READING WEEK</u>		
<u>8</u> February 26	Team Decision Making and Conflict	Chapter 7 and 8	Group Project Due <i>The requirements of the research paper will be discussed during this class.</i>
<u>9</u> March 5	Team Creativity and Innovation	Chapter 9	
<u>10</u> March 12	Subgroups and Multi-teams	Chapter 10	
<u>11</u> March 19	Team Networking and Social Capital	Chapter 11	Research Paper Due <i>The requirements of the final exam will be reviewed during this class.</i>
<u>12</u> March 26	Teams in a Virtual World	Chapter 12	
<u>13</u> April 8-24	<u>FINAL EXAM</u> Chapters 7-12		

Submitting Assignments

The assignments in this course must be submitted electronically via the eClass platform by 11:59 PM (EST) on the specified due date. We will be using Turnitin to ensure academic integrity and uphold the principles of originality and honesty in all academic work. In so doing, students will

allow their material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin service are described on the Turnitin.com website.

It is crucial to submit your assignments on time, as any late submissions, even if delayed by just one minute, will be considered late. Late submissions will be subject to a penalty, and the number of points deducted will be determined by the extent of the delay. Therefore, it is highly recommended to plan ahead and allocate sufficient time for completing and uploading your assignments.

To avoid any potential issues, it is essential to familiarize yourself with the eClass platform early on in the course and practice submitting assignments in advance of the due dates. **Additionally, you are responsible for checking your internet connection and ensuring that any technical difficulties are resolved well before the assignment deadline.** It is recommended to submit well ahead of the 11:59 to avoid running the risk of late marks due to internet connection issues.

Details of Assignments

MIDTERM EXAM

The test will cover material from textbook chapters 1, 2, 3, 4, 5, and 6 along with content discussed in class and course slides up until the test date. The test format will consist of multiple-choice questions and will be conducted in class. Please note that it will not be an open-book test. Further details regarding the test structure will be provided during class sessions leading up to the examination date.

GROUP PROJECT

Your group will develop a comprehensive plan for building performance and trust within a hypothetical team through effective communication and learning strategies. This project would involve creating a detailed plan that integrates various approaches for fostering trust, enhancing team performance, and promoting a culture of continuous learning within the team. The plan could include the following components:

1. Introduction and Team Analysis (1 page): comprehensive analysis of a fictitious team's fabricated performance and trust dynamics, outlining simulated strengths and areas for improvement. Use this opportunity to exercise creativity and apply theoretical insights to a hypothetical scenario.
2. Strategies for Performance Enhancement (2 pages): A detailed outline of the strategies and initiatives aimed at enhancing team performance, such as establishing clear goals, defining roles, and implementing performance tracking mechanisms.
3. Cultivating Trust and Team Dynamics (2 pages): Engaging activities and workshops designed to promote team bonding, encourage skill development, and foster a culture of mutual respect and trust.

4. Evaluation and Monitoring (1 page): Evaluation methods to assess the impact of the implemented strategies on team performance and trust, including regular feedback sessions and performance reviews.

The expected structure should adhere to the APA guidelines for formatting, referencing, and citing sources. All information presented should be based on credible and reputable sources, such as academic journals, the textbook, or reputable journal publications. When referencing these sources, use in-text citations and include a comprehensive reference list at the end of the document, following the APA style.

RESEARCH PAPER

For this assignment, you will select a specific contemporary issue related to one of the team topics covered in this course (see the topics on the course schedule). Utilize a combination of reputable sources such as academic journals, credible news outlets, and case studies to thoroughly investigate the chosen issue. Provide a detailed analysis of its impact on team dynamics and organizational performance, emphasizing its relevance and implications within the context of contemporary organizations in Canada or elsewhere.

Your paper should include the following components:

- A concise yet comprehensive introduction that outlines the significance and scope of the chosen issue (approximately 1 page).
- A comprehensive background analysis, providing a nuanced understanding of the issue's origins, contributing factors, and its current impact on team dynamics and learning processes (6 - 7 pages).
- Well-substantiated recommendations for effectively managing the identified issue within organizational teams, incorporating insights from both scholarly literature and practical observations (approximately 3 pages).
- A well-structured bibliography that adheres to the APA style guidelines.

Your research paper should be approximately 10 - 12 pages in length, excluding the bibliography.

Please ensure your paper follows the specified formatting guidelines: Arial or Times New Roman font with a 12-point size, 1" margins, and double spacing throughout. You must include a comprehensive bibliography, properly citing all referenced sources in the APA style. Your paper will be evaluated based on the clarity and coherence of your writing, the depth and credibility of your research, and the practical relevance and feasibility of your recommendations within organizational contexts.

FINAL EXAM

The test will cover material from textbook chapters 7, 8, 9, 10, 11, and 12 along with content discussed in class and course slides up until the test date. The test format will consist of multiple-

choice questions and will be conducted in class. Please note that it will not be an open-book test. Further details regarding the test structure will be provided during class sessions leading up to the examination date.

Citation Expectations

Throughout this course, it is essential that all written assignments and academic works comply with the APA citation style. All students must diligently follow the APA guidelines for in-text citations and construct a comprehensive reference page to acknowledge the sources used in their work. Failure to adhere to APA citation rules may result in penalties on assignments and may negatively impact overall grades.

Familiarizing yourself with APA guidelines early on will not only enhance the academic rigor of your work but also demonstrate your commitment to producing scholarly and well-researched content. Should you have any questions or need assistance with APA formatting, do not hesitate to utilize the university's writing center resources found [here](#).

The following also provides comprehensive guidelines for following APA-style citations: [APA Purdue Owl](#).

Artificial Intelligence (AI)

Students may only use generative AI tools so long as the following two conditions are met:

- Specific generative AI tools are used in accordance with the written guidelines provided for each assessment or activity, and
- The use of generative AI is documented and cited following citation instructions.

Use of generative AI outside these two conditions will constitute academic dishonesty under York University's *Senate Policy on Academic Honesty*. As a student in this course, it is your responsibility to understand when and how generative AI tools can be used to complete your assessments and activities. If you do not know whether an online resource or tool can be used in this course, please contact your instructor for guidance.

You can use the AI tool to think *with* you, but not *for* you.

• **Citing AI-generated material:** According to the *Senate Policy on Academic Honesty*, all work that you submit for evaluation must be completed by you and you alone, unless otherwise specified. While this course allows you to work with an AI, you must document your process, by including all of your prompts and the AI's responses as appendices to your assignment.

Grade Breakdown

The grading scheme for this course conforms to the 9-point system used in undergraduate programs at York University. For a full description of the York grading system, visit the York University Academic Calendar.

Grade	Grade Point	Percent Range	Description
A+	9	90-100	Exceptional
A	8	80-89	Excellent
B+	7	75-79	Very Good
B	6	70-74	Good
C+	5	65-69	Competent
C	4	60-64	Fairly Competent
D+	3	55-59	Passing Slightly
D	2	50-54	Marginally Passing
E	1	(Marginally below 50%)	Marginally Failing
F	0	(Below 50%)	Failing

Late Assignments

For all assignments: The late penalty is 5% a day, including weekends. If you submit the assignment late, you may send it to the instructor. Under specific circumstances, the instructor might offer short extensions, however, but this extension should be established in advance and will only be granted with supporting documentation.

1. All assignments are to be submitted electronically through the designated platform as instructed by the instructor.
2. It is the student's responsibility to submit assignments well ahead of the deadline to account for any potential technical issues. Excuses related to internet connectivity problems at the time of submission will not be accepted.

For the final test: If you are not present on the assignment completion date, you must request a deferred standing. You will need to fill out the form [here](#). If you were absent due to a health concern, you must submit and [attending physician's statement](#). The deadline to submit these forms are no later than a week after the test date. Once your deferred standing form is accepted, the professor will work with you to ensure a time is set up to complete the deferred assignment.

Late Excuses:

1. Proper excuses for late submission without penalty/test absence must be genuine, unavoidable, and supported by appropriate documentation.
2. Acceptable excuses include illness and bereavement. In case of illness, a valid doctor's note must be provided, specifying the dates of incapacity and the inability to complete the assignment on time.

3. Vacation, personal trips, or non-emergency events will not be considered valid excuses for late submission. Students are expected to plan their schedules accordingly and submit assignments before leaving for any planned absence.

Religious Observances

Any assignment that conflicts with religious accommodations should be communicated by the student via email or text. Should any of the dates specified in this syllabus for course examinations, tests, or deadlines conflict with a date of religious significance, please contact the instructor within the first three (3) weeks of class. The student should specify the full details regarding the conflict. If an extension is granted, the professor will notify the student. For religious accommodation guidelines please click [here](#).

Academic Honesty

Plagiarism is a grave breach of trust and is taken very seriously. In academia, our ideas are the value of our work, so we consider plagiarism a theft of sorts. Here is how you can demonstrate academic integrity in the completion of this course:

- Respect the ideas of others: Your course work should represent your own knowledge and ideas. You should not falsely claim credit for ideas that are not your own, by presenting another's work as yours. If you are quoting, paraphrasing, or summarizing another person's work in order to support your own ideas, identify the work and the author through proper citation practices.
- Respect your peers: Know when you are allowed to collaborate. Ask your instructor about what group work entails when it comes to the sharing of work. In test situations and assignments, don't steal or give answers to your peers, whether in-person or online (e.g., in group chats and/or on third-party content-sharing websites, such as Chegg, Course Hero, etc.). Both cheating and aiding in a breach of academic honesty are violations of York University's academic honesty policy.
- Respect your course instructor(s): Understand what your instructors are asking of you in class, as well as on assignments, tests and/or exams. If you are unsure, ask your professor or teaching assistant. They are committed to making you feel supported and want to assess you fairly and with integrity. Please do not submit the same piece of work for more than one course without your instructor's permission. That can be considered an act of cheating.
- Respect yourself: When you act with integrity, you know that your work is yours and yours alone. You do not allow others to take tests for you. You do not buy or otherwise obtain term papers or assignments. You do the work. As a result, you know that you earned the grades that you receive, so you can be proud of your York degree. By acting with integrity in your course work, you are also practising a valuable professional skill that is important in all workplaces.
- Take responsibility: If you have acted in an academically dishonest way, you can demonstrate courage and take responsibility for your mistake. You can admit your mistake to your course instructor as soon as possible.

Students who engage in academic dishonesty can be subject to disciplinary action under the Senate Policy on Academic Honesty. Your lack of familiarity with the [Senate Policy](#) does not constitute a defense against its application. Some academic offences can also constitute offences under the Criminal Code of Canada, which means that you may also be subject to criminal charges.

You will receive an automatic 0 for the assignment if caught plagiarising the first time and will have to speak to an academic board and submit additional assignments. Any assignments found to be plagiarised beyond the first one may result in expulsion.

To ensure that you follow academic integrity principles and properly source material, it is recommended you complete the online tutorials for students [here](#) and [here](#).

Intellectual Property

Course materials are designed for use as part of this particular course at York University and are the intellectual property of the instructor unless otherwise stated. Third-party copyrighted materials (such as book chapters, journal articles, music, videos, etc.) have either been licensed for use in this course or fall under an exception or limitation in Canadian copyright law. 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.

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.

Diversity and Inclusion

It is acknowledged and celebrated that students will be diverse in various ways, including race, ethnic origin, creed, languages spoken, sex, sexual orientation, gender identity, disability, socioeconomic status, age, religion, and beliefs, among other factors. These various factors will undoubtedly influence the students' perspectives. I aim to introduce material and activities that are respectful to diverse individuals. As a professor, I promote diversity, equity, and inclusion for many reasons, including excellence, innovation, and justice. I also expect students behave in a manner that is inclusive to everyone and respects individual differences. Nonetheless, intentional or unintentional discrimination or a feeling of non-inclusion may occur. In this case, I encourage anyone who witnesses such instances to speak out. You may contact me via email or in person if the culture in this class is not up to par. Alternatively, you may follow the guidelines to report discrimination [here](#). This link also provides the university's various human rights policies and procedures.

For York University's Equity, Diversity, and Inclusion Strategy 2022-2027, please click [here](#).

If you require accommodations for class or assignments, please contact me as early as possible in the course so that we can work collaboratively to create a plan for you to make completing this course as smooth and enjoyable as possible. The university's instructions for academic support and accommodations can also be found [here](#).

Additional Student Resources

**** Student Help Directory:** <https://www.yorku.ca/laps/wp-content/uploads/sites/44/2020/10/Student-Help-Tree.pdf> **

Degree and Career Advice

Academic Advising: <https://www.yorku.ca/laps/support/academic-advising/>

Degree Planning: <https://www.yorku.ca/laps/degree-planning/>

Career Centre: <https://careers.yorku.ca/>

Writing and Research Support

Writing Centre: <https://www.yorku.ca/laps/writing-centre/>

Library and Research Consultations: <https://www.library.yorku.ca/web/ask-services/book-a-consultation-with-a-librarian/>

Monetary Support

Scholarships, Awards, and Bursaries: <https://www.yorku.ca/laps/student-awards/>

Emergency Funding for Students: <https://www.yorku.ca/laps/fund-your-studies/emergency-funding/>

OSAP: <https://osap.yorku.ca/>

Dean's Award for Research Excellence (DARE): <https://www.yorku.ca/laps/dare/>

Internships: <https://www.yorku.ca/laps/internships/>

Mental Health Support

Counselling Services: <https://counselling.students.yorku.ca/>

International Student Support

International Student Support: <https://www.yorku.ca/laps/students/international/>

Accessibility Services

Student Accessibility Services: <https://accessibility.students.yorku.ca/>