



**Course Outline
AP/ADMS/HRM4495A**

Fall 2026

Managing Effective Groups and Teams

York University - School of Human Resource Management

Course Director/Professor: Antonia Kaltsounis, MHRM, BHRM, CHRP

E-mail: antonia4@yorku.ca – Please indicate the course number in your heading along with the topic.

Dates: Sept 9 – Dec 8

Time: 2:30pm – 5:20pm

Location: ACW104

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 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 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

You will find information on the E- copy on our class site when ready.

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. 9	Course Introduction Type of Teams	1	
16	Designing the Team	2	
23	Leading Teams	3	
30	Team Cohesion and Trust	4	Small group leads class discussion 1 hour. Group Charters Due
Oct. 7	Performance and Productivity/Team Communication and Collective Intelligence	5 and 6	Small group leads class discussion 1 hour
Oct 14	Reading Week	Reading Week (no class)	
21	Midterm Exam	In-class only	Midterm Exam
28	Managing Team Conflict/ Team Decision Making	7 and 8	Small group leads class discussion 1 hour (2 groups)
Nov. 4	Creativity and Innovation in Teams	9	Small group leads class discussion 1 hour
11	Subgroups and Multi-Teams	10	Small group leads class discussion 1 hour
18	Team Networking and Social Capital	11	Small group leads class discussion 1 hour
25	Virtual Teams/Multicultural Teams and Review	12/13	Small group leads class discussion 1 hour (2 groups) AND Group paper due Nov 29
Dec 2	Final Exam – in class		Final Exam – in class

Evaluation Methods

Midterm Exam: 30% Oct 21. Format TBD. This exam is closed book. Format will be discussed in class and posted on our class site. This exam is in-class only.

Groupwork: 50% (4 elements)

Group Work Contract: You will find the Group Work Contract template on our class site. This will be explained in class.

In-class presentations: Students will lead a 1 hour discussion on the topic(s) of the week. How you lead the discussion is up to your group. You can invent a game, live demo, skit, storyboards etc....

Handouts: 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.

Handouts can be distributed in class or sent to me which I will post on our class site.

Item	Due Dates	Weighting %	
Group Work Contract	Sept 30	5	
Presentation with handouts	Various Dates	15	
Group Paper	Nov 29 11:55pm	30	

Group Paper:

You may select the topic you presented or select another topic of interest related to this course.

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.

You should cover the following in your paper: **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)
- References – 2 - 3 pages

Your **written paper** should be approx. 12 - 15 pages, excluding the list of references

(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). Rubric will be supplied.

Final Examination: 20% comprehensive

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.

According to York's [Academic Conduct Policy](#), students are expected to follow all course and assignment instructions about the use of AI tools. Using AI tools without proper citation, acknowledgement, or documentation, or using them when they are not permitted for an assessment, may be considered a breach of academic conduct. AI is permitted for our course but only for a maximum of 5% of the work. AI must be cited properly otherwise the entire group will receive a 0 for any item on this course outline where AI was used.

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.