

EMBA 701 - Teamwork and Management Effectiveness Syllabus

Overview:

Students will examine why organizations use team-based work processes, when to use teams, and how to organize and manage teams. The course examines the mechanics of effective teamwork, team management and leadership. This includes: how to develop an effective team member and an effective team leader, the nature of organizational support appropriate for high performance teams and issues pertaining to teams with diverse members.

Learning Objectives:

The purpose of this course is to provide the student with the knowledge and skills needed to develop effective team members and team leaders. At the end of the course, students should be able to:

1. Identify the characteristics of an effective team and how to build teams.
2. Compare and contrast the traits of effective team members and leaders.
3. Illustrate the principles governing teamwork and team building and the special circumstances of high performance teams and great groups.
4. Apply the principles of team problem solving and team relationships.
5. Determine how teamwork is fostered or constrained by the culture of the organization.

Methodology:

The dominate methodologies are: classroom discussion of texts, readings, cases and simulations, student/professor experiences and descriptions of teamwork circumstances in current business settings.

Texts:

LeFasto, F. & Larson, C. (2001) When Teams Work Best, Thousand Oaks, CA: Sage Publications.

Lencioni, Patrick, (2002) The Five Dysfunctions of a Team: A Leadership Fable . Jossey Bass.

Bradberry, Travis and Greaves, Jean (2009) Emotional Intelligence 2.0, San Diego, CA: TalentSmart.

Harvard Business Review Case Materials:

Buck and Pulleyn's Team Management by Louis B. Barnes

The Army Crew Team by Scott Snook

Evaluation and Grade

1. Attendance – During class we will present and discuss information that does not come from a textbook; therefore, attendance is critical for successful completion of the class.
2. Class Participation – Discussion is an integral part of the graduate learning experience. You are expected to take part in all class discussions. (10% of your grade)
3. Class Presentation – You will be making a (5-10 minute) presentation on yourself as a team member. (10% of your grade)
4. Research Paper – You will be writing a paper about the challenges of leadership and leading diverse teams. (10% of your grade)
5. Quizzes – There will be 2 quizzes on information covered in textbooks and class discussions. (20% of your grade)
6. Cases and discussion - There will be assignments requiring teamwork both during and outside of class including in-class presentations. (30% of your grade)
7. Final Exam – The final examination will cover all of the readings, lectures and assignments. It will consist of a mix of multiple choices, short answer, and essay questions. (20% of your grade)

Requirements Prior to First Day of Class:

1. Read *The Five Dysfunctions of a Team* by Patrick Lencioni. Take notes on how to identify struggles that many team face as they work toward a shared goal. Make a list of questions that come to mind about teams and leadership of teams.
2. Read *Emotional Intelligence 2.0*. Take the online assessment using the key in the back of the book. Please email the results of your assessment to me at karen.durkin@unlv.edu.
3. Read *When Teams Work Best* by Frank LaFasto and Carl Larson. We will be discussing the concepts and issues involving teams and this information will be covered in the final exam.
4. Research and write a 3-5 page paper to learn more about leadership, management, and building teams. Find a topic that you are interested in learning more about and find references other than the texts for the course

for your research. Include a one paragraph executive summary on your perspective or on the research focus that you are presenting and cite references used. You may write the paper before the course begins. I will clarify the assignment the first day of class or you may email me with questions. You may choose one of these topics or propose an alternative topic that interests you:

- a. The challenges, benefits, or differences in work styles for employees of different generations and/or how to lead a multigenerational workforce.
- b. The impact of emotional intelligence on leadership and managing teams.
- c. Research a successful team, team leader, or type of team (i.e. virtual team or cross-functional team).

Session Assignments:

Prior to the class beginning read all texts and cases. Some HBR cases will be distributed or presented in class.

Friday, May 13: Understanding teamwork and building a team

- LeFasto and Larson, Chapter 1

Assignment for Saturday:

- Team assignment: Build a new Team
- Read *The Army Crew Team* HBR case by Scott Snook
- Read *Buck and Pulleyn's Team Management* HBR case

Saturday, May 14: Team Development

- Lefasto and Larson, Chapter 2
- *The Army Crew Team* in-class case analysis
- The Five Dysfunctions of a Team

Assignment for Monday:

- Team Assignment: *Buck and Pulleyn's Team Management*
- Complete *Stand Out* assessment

Monday, May 16: Team Leadership

- Team member differences and team training
- Case presentation: *Buck and Pulleyn's Team Management*

- LeFasto and Larson, Chapter 4
- In-class team simulation
- Quiz

Assignment for Tuesday:

- Class Presentation – 5-10 minute PowerPoint presentation

Tuesday, May 17: Team Problem Solving and the Impact of Organizations/Culture

- Quiz
- LeFasto and Larson, Chapters 3 and 5
- Class Presentations

Assignment for Wednesday:

- Submit research paper
- Read: *Should This Team be Saved* by Hollis Helmbouch
- Study for Final Exam

Wednesday, May 18:

- Research Paper Discussion
- Final Exam

UNLV Policies

Academic Misconduct—Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV’s function as an educational institution.

An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the *Student Academic Misconduct Policy* (approved December 9, 2005) located at: <https://www.unlv.edu/studentconduct/student-conduct>.

Copyright—The University requires all members of the University Community to familiarize themselves **with** and to follow copyright and fair use requirements. **You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any**

responsibility for employee or student violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: <http://www.unlv.edu/provost/copyright>.

Disability Resource Center (DRC)—The UNLV Disability Resource Center (SSC-A 143, <http://drc.unlv.edu/>, 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you. If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

Religious Holidays Policy—Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor **within** the first 14 calendar days of the course for fall and spring courses (excepting modular courses), or **within** the first 7 calendar days of the course for summer and modular courses, of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit: <http://catalog.unlv.edu/content.php?catoid=6&navoid=531>.

Transparency in Learning and Teaching—The University encourages application of the transparency method of constructing assignments for student success. Please see these two links for further information:

<https://www.unlv.edu/provost/teachingandlearning>

<https://www.unlv.edu/provost/transparency>

Incomplete Grades—The grade of I—Incomplete—can be granted when a student has satisfactorily completed three-fourths of course work for that semester/session but for reason(s) beyond the student's control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. The incomplete work must be made up before the end of the following regular semester for undergraduate courses. Graduate students receiving "I" grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted

accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the I grade.

Library—Students may consult with a librarian on research needs. For this class, the subject librarian is https://www.library.unlv.edu/contact/librarians_by_subject. UNLV Libraries provides resources to support students' access to information. Discovery, access, and use of information are vital skills for academic work and for successful post-college life. Access library resources and ask questions at <https://www.library.unlv.edu/>.

Tutoring and Coaching—The Academic Success Center (ASC) provides tutoring, academic success coaching and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, visit <http://www.unlv.edu/asc> or call [702-895-3177](tel:702-895-3177). The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of the SSC (ASC Coaching Spot). Drop-in tutoring is located on the second floor of the Lied Library and College of Engineering TEB second floor.

UNLV Writing Center—One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 702-895-3908. The student's Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: <http://writingcenter.unlv.edu/>.

Rebelmail—By policy, faculty and staff should e-mail students' Rebelmail accounts only. Rebelmail is UNLV's official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students' e-mail prefixes are listed on class rosters. The suffix is always @unlv.nevada.edu. **Emailing within WebCampus is acceptable.**

Final Examinations—The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at: <http://www.unlv.edu/registrar/calendars>.