

The University of North Carolina at Greensboro
The Joseph M. Bryan School of Business and Economics
Department of Business Administration

MBA 678.11 – Increasing Work Team Effectiveness
Spring 2005

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Office Hours: Wednesday 5:30 – 6:30 & by appointment
Course Documents: <http://blackboard.uncg.edu> (lecture notes and assignments)

REQUIRED TEXT: There is no required text for the course, rather a course packet including articles and case studies are used in the course. The course packet is available at the UNCG bookstore.

Course Description:

This course examines factors relevant to work team effectiveness including the transition to teams, team empowerment, self-management, decision-making, communication and conflict, creativity, and measuring and rewarding team performance.

Course Learning Objectives:

At the completion of the course, you should have an in-depth understanding of:

- When is the use of teams appropriate?
- What factors must be changed to move to a team environment?
- How can team performance be measured and rewarded?
- What team design and individual inputs are critical to team success?
- What levers increase the empowerment level of teams?
- How can team communication and decision making be improved?
- What leadership skills are necessary to lead and facilitate teams?
- How can conflict be managed in a team-based environment?
- What creates successful self-managing work teams?
- What special forces shape the effectiveness of virtual teams?

Class Format:

The class will consist of a mix of lecture and in-class exercises. The Instructor will provide review/discussion notes for each class that can be assessed via Blackboard. Because this class focuses on understanding work team effectiveness, a large percentage of the course work in and out of class will be conducted in a team setting. Students will work in teams on several team-based assignments to demonstrate the use of work teams and address issues concerning effectiveness.

Course Expectations:

Attendance: Given the 8-week nature of the MBA program, class attendance is vital. Each absence beyond 1 will be penalized 10 points from the class participation grade. You are responsible for anything you miss in class and you are expected to secure additional course notes from a classmate.

Preparation/Participation: You are expected to complete all readings and assignments **prior** to class. Active participation is expected from all students to include raising questions, facilitating discussion, and involvement in various in-class exercises. Students should check Blackboard weekly for course announcements and assignments.

Timely submission of course assignments: You are expected to complete all course assignments as instructed and to submit assignments in a timely manner. Unless otherwise specified, no late or e-mail submissions of course assignments will be accepted.

Grading:

The final grade for the course will be based on the following assignments:

Class Participation:	25%
Team-Based Assignments: (evaluation of case studies)	
Antar Automotive	20%
Chattanooga Ice Cream	20%
Leo Burnett Co. Ltd:	20%
Team Evaluations (Peer)	15%
TOTAL:	100%

Class Participation:

Class participation will consist of a variety of activities in both an individual and team basis that include both in-class and out-of-class assignments. There are no make-up provisions for class participation. Thus, students who miss class or fail to participate will not receive credit for class participation assignments.

Team-Based Assignments:

This course is primarily concerned with improving work team effectiveness. To support this objective, students will work in teams to complete 3 written case evaluations and present your team's suggestions in class. At the conclusion of the team-based assignments, each team member is required to complete a self-appraisal and a peer appraisal of each team member. Teams will be established in the first week of class.

Case studies: Each team will prepare a written analysis of each case. The team-based case evaluations represent 60% of your course grade. An additional handout specifying the case analysis and grading criteria will be provided. The cases and due dates are listed below:

Antar Automotive, Parts I, II, & III	4/6/2005
Chattanooga Ice Cream Co.	4/20/2005
Leo Burnett Company Ltd.	4/27/2005

Peer evaluations: Each team member's contribution to the team case evaluations and presentations will be evaluated. Everyone will complete a self-evaluation and assess each team members' performance and contribution to overall team project assignments. Peer evaluations represent 15% of your final course grade and are due on **April 27, 2005.**

NOTE: All assignments must be typed (minimum 12-point font) or they will not be graded. All assignments are due at the START of class. No late submissions or e-mail submissions will be accepted for ANY assignments. Do not put your ID or SSN number on any class assignment unless asked to do so.

Grading Scale:

A	92 – 100
A-	90 – 91
B+	88 – 89
B	82 – 87
B-	80 - 81
C+	78 - 79
C	72 - 77
C-	70 - 71
D+	68 – 69
D	62 – 67
D-	60 - 61
F	59 and below

HONOR SYSTEM:

The Honor Code of UNCG will be strictly enforced. Students will be required to sign the Honor Code pledge at the end of each examination and other written assignments. Examinations and assignments will not be graded if the student has not signed the Honor Code pledge. Any violations of the Honor Code of UNCG will be promptly reported to Honor System Administrators.

Tentative Course Schedule : *Readings & Case Assignments:*

*handouts provided by the Instructor

3/16 - Week 1: Overview

*Teamwork and High Performance Teams.

Cross, R. (2000). *Looking Before you leap: Assessing the jump to teams in knowledge-based work*. Business Horizons, September-October, 2000.

Billington, J. (1997). *Three essentials of an effective team*. Harvard Business School Publishing; Harvard Management Update, 1/1/1997. 3 pages.

3/23 - Week 2: Managing Teams

Hill, L. (1994). *Managing your team*, Harvard Business School Publishing; 9-494-081 (Rev. 3/28/1995). 22 pages.

*Scott, S. C., & Einstein, W. O. (2001). Strategic performance appraisal in team-based organizations: One size does not fit all. *Academy of Management Executive*, 15(2), 107-116.

Loren, G. (1997). *Managing a team vs. managing the individuals on a team*. Harvard Business School Publishing. Iss. 3/1/1997; Article Reprint U9703A. 3 pages.

3/30 - Week 3: Team Processes– Decision-making

CASE: Antar Automotive, Parts I & II

Hill, L. A. & Farkas, M. T. (2001). *A note on team process*. Harvard Business School Publishing; Iss. 10/4/2001. 17 pages.

4/6 - Week 4: Team Processes – Communication & Conflict

CASE: Antar Automotive, Part III

Crowe, M. (1996). *Why the members of your team won't speak up and what you can do about it*. Harvard Management Update, Iss. 11/1/1996; Article Reprint No. U9611C. 2 pages.

Von Hoffman, C. (1999). *Crabs, cranks and curmudgeons: How to manage difficult people*. Harvard Management Update, Iss. 6/1/1999; Article Reprint No. U9906B. 2 pages.

Handling Conflict in Teams. Harvard Management Communication Letter, Harvard Business School Publishing. Reprint No. C0004F. 2 pages.

4/13 - Week 5: Self-management in teams.

Ludeman, K. & Erlandson, E. (2004). *Coaching the Alpha Male*. Harvard Business Review.

*series of self-assessments to be completed and evaluated for self-management.

4/20 - Week 6: Team Leadership

CASE: Chattanooga Ice Cream Co.

Polzer, J. T. (2003). *Leading teams*. Harvard Business School Publishing, Iss. 2/26/2003; 9-403-094. 23 pages.

Michelman, P. (2004). *How will you make your team a team?* Harvard Management Update, Iss. 5/1/2004; Article reprint U0405D. 1 page.

4/27 - Week 7: Virtual & Global Teams

CASE: Leo Burnett Company Ltd: Virtual Team Management

*Kirkman, B. L., Rosen, B., Gibson, C. B., Tesluk, P. E., & McPherson, S. O. (2002). *Five challenges to virtual team success: Lessons from Sabre, Inc.* Academy of Management Executive, 16(3), 67-79.

Maruca, R. F. (2000). How do you manage an off-site team? (HBR OnPoint Enhanced Edition). HBR On Point from Harvard Business Review. Product 3685. 10 pages.

Wardell, C. (1998). *The art of managing virtual teams: Eight key lessons*. Harvard Management Update, Iss. 11/1/1998. Article reprint No. U9811B. 2 pages.

5/4 - Week 8: Team Building for the 21st century

*Team development tools for high performance work teams.

Additional Resources:

Brannick, M. T., Salas, E., & Prince, C. (1997). *Team performance assessment and measurement: Theory, methods, and applications*. Mahwah, NJ: Lawrence Erlbaum Associates. ISBN 0805816380.

Hackman, J.R. (2002). *Leading teams: Setting the stage for great performances*. Boston: Harvard Business School Press.

*Slyke, C. V. & Trimmer, K. *Effective Self-managed teams*.

Thompson, L. (2003). Improving the creativity of organizational work groups. *Academy of Management Executive*, 17(1), 96-109.