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| <b>Course</b>                         | <b>HRDV 5560 / NL / Group Development and Change</b>   |
| <b>Term</b>                           | Fall 1, 2009 – Thursday – 6:00 pm – 10:00 pm<br>8/20, 8/27, 9/3, 9/10, 9/17, 9/24, 10/1, 10/8, 10/15   |
| <b>Instructor</b>                     | Name: Gary Collins<br>Home Phone: (904) 291-9565<br>Email: <a href="mailto:gcollins@webster.edu">gcollins@webster.edu</a>  |
| <b>Catalog Description</b>            | Effective groups and teams are critical in modern organizations, yet there are often dysfunctional dynamics and processes within the group. This course teaches the fundamental concepts relating to group dynamics, group decision making, and interpersonal conflict. The course introduces students to different types of group-level interventions designed to improve group performance. The course also applies this conceptual knowledge to common group problems.  |
| <b>Prerequisites</b>                  | Students majoring in human resources development must have completed the requisite course Introduction to Human Resources Development (HRDV 5000) before taking this course. Students who are <b>not</b> human resources development majors do <b>not</b> need to have completed Introduction to Human Resources Development (HRDV 5000) before taking this course.  |
| <b>Course Level Learning Outcomes</b> | <ol style="list-style-type: none"> <li>1. Students will be able to <b>implement</b> Group Development solutions to real organizational problems.</li> <li>2. Students will know how to <b>utilize</b> team processes to support organizational and individual productivity.</li> <li>3. Students will be able to <b>employ</b> various team leadership approaches.</li> <li>4. Students will have <b>practiced</b> collaborative methods for <b>resolving</b> team conflict.</li> <li>5. Students will have <b>practiced</b> group decision making methods.</li> <li>6. Students will be able to <b>distinguish</b> between the various types of groups and teams.</li> <li>7. Students will be able to <b>produce</b> increased intellectual bandwidth in their work teams</li> <li>8. Students will be able to <b>differentiate</b> when team diversity is more or less effective for team outcomes.</li> <li>9. Students will know how to <b>integrate</b> teams and the effective</li> </ol> |

|                                      | utilization of technology.  |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
|--------------------------------------|---|--------------------|-----------------------|------------------|-----------|-------------------------------|----------|----------------------------------|-----------|-------------------------------------|-----------|-----------|-----------|--------------------------------------|------------------|--------------|-------------------|----------------------------|-------|----------|---|---------|----|---------|----|---------|---|---------|----|---------|---|-----------|---|
| <b>Materials</b>                     | <p>Levi, D. (2007). <b>Group Dynamics for Teams</b>. (2<sup>nd</sup> Edition). Sage Publications, Inc. ISBN# 0-412-93749-3</p> <p><b>To Order Textbooks go to the local North FL website <a href="http://www.webster.edu/jack">www.webster.edu/jack</a> and click on Order Textbooks to select a vendor</b></p> <p><b>(Note: Textbooks must be ordered 2 weeks prior to class to ensure delivery)</b></p> <p><b>Supplemental Reading:</b></p> <ul style="list-style-type: none"> <li>• The instructor will add relevant subject matter as required and if necessary, will provide material.</li> <li>• <b><u>Research Paper Guidelines and Sample Paper</u></b> – See website @ <a href="http://www.webster.edu/jack">www.webster.edu/jack</a> and click on the Student Resources category.</li> </ul>  |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
| <b>Grading</b>                       | <table border="1"> <thead> <tr> <th><b>Assignments</b></th> <th><b>Maximum Points</b></th> </tr> </thead> <tbody> <tr> <td>• Research Paper</td> <td>25 Points</td> </tr> <tr> <td>• Research Paper Presentation</td> <td>5 Points</td> </tr> <tr> <td>• Passports Internet Proficiency</td> <td>10 Points</td> </tr> <tr> <td>• Examinations (2 @ 15 Points each)</td> <td>30 Points</td> </tr> <tr> <td>• Journal</td> <td>20 Points</td> </tr> <tr> <td>• Class Participation and Attendance</td> <td><u>10 Points</u></td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>100 Points</b></td> </tr> </tbody> </table> <p>Letter grades will be assigned pursuant to the following scores based on the percent of the total possible points (weighted according to the scale above) that you earned in the course.</p> <table border="1"> <thead> <tr> <th>Percentage of Total Points</th> <th>Grade</th> </tr> </thead> <tbody> <tr> <td>95%-100%</td> <td>A</td> </tr> <tr> <td>90%-94%</td> <td>A-</td> </tr> <tr> <td>88%-89%</td> <td>B+</td> </tr> <tr> <td>84%-87%</td> <td>B</td> </tr> <tr> <td>80%-83%</td> <td>B-</td> </tr> <tr> <td>70%-79%</td> <td>C</td> </tr> <tr> <td>Below 70%</td> <td>F</td> </tr> </tbody> </table> | <b>Assignments</b> | <b>Maximum Points</b> | • Research Paper | 25 Points | • Research Paper Presentation | 5 Points | • Passports Internet Proficiency | 10 Points | • Examinations (2 @ 15 Points each) | 30 Points | • Journal | 20 Points | • Class Participation and Attendance | <u>10 Points</u> | <b>TOTAL</b> | <b>100 Points</b> | Percentage of Total Points | Grade | 95%-100% | A | 90%-94% | A- | 88%-89% | B+ | 84%-87% | B | 80%-83% | B- | 70%-79% | C | Below 70% | F |
| <b>Assignments</b>                   | <b>Maximum Points</b>   |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
| • Research Paper                     | 25 Points   |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
| • Research Paper Presentation        | 5 Points  |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
| • Passports Internet Proficiency     | 10 Points   |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
| • Examinations (2 @ 15 Points each)  | 30 Points   |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
| • Journal                            | 20 Points   |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
| • Class Participation and Attendance | <u>10 Points</u>  |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
| <b>TOTAL</b>                         | <b>100 Points</b>   |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
| Percentage of Total Points           | Grade   |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
| 95%-100%                             | A   |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
| 90%-94%                              | A-  |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
| 88%-89%                              | B+  |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
| 84%-87%                              | B   |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
| 80%-83%                              | B-  |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
| 70%-79%                              | C   |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |
| Below 70%                            | F   |                    |                       |                  |           |                               |          |                                  |           |                                     |           |           |           |                                      |                  |              |                   |                            |       |          |   |         |    |         |    |         |   |         |    |         |   |           |   |

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| <p><b>Activities</b></p> | <p><b>Research Paper:</b></p> <ul style="list-style-type: none"> <li>• The research paper is to be an independent examination of a topic presented in class, providing a more in-depth understanding.</li> <li>• The topic will be reviewed with the instructor for additional guidance.</li> <li>• The paper is to be a minimum of 12 pages, not including bibliography and references.</li> <li>• There will be a minimum of 5 research sources; to include both classical cites, as well as current thinking in the field.</li> <li>• Excellent grammar and logic are expected.</li> </ul> <p><b>Research Paper Presentation:</b></p> <ul style="list-style-type: none"> <li>• The research paper will be presented in a 5 minute condensed course content integrated analysis of findings.</li> </ul> <p><b>Passports Internet Proficiency:</b></p> <ul style="list-style-type: none"> <li>• Research will be used for the research paper and integrated into the weekly Journals as appropriate.</li> </ul> <p><b>Examinations:</b></p> <ul style="list-style-type: none"> <li>• There will be two examinations, each worth 15 percent of the final grade.</li> <li>• Both examinations will be taken in class lasting approx. two hours.</li> <li>• The examinations are application examinations that indicate the ability of the student to make application of the material in a practical way.</li> <li>• The first examination will cover material contained in the class up to the point of the examination, including textbook, handouts, and class notes.</li> <li>• The final examination is a comprehensive examination covering the application of the material contained in the whole course.</li> </ul> <p><b>Journal:</b></p> <ul style="list-style-type: none"> <li>• Beginning after the first class meeting students will complete a two part weekly journal detailing the observations and applications of the material covered up to that point in the class.</li> <li>• Part I will deal with class interactions.</li> <li>• Part II will use work or home-related observations.</li> <li>• Scoring will be on completion of the journal, application of the class material, and the continued synthesis of class material into the student's personal observations and understanding.</li> </ul> <p><b>Class Participation and Attendance:</b></p> <ul style="list-style-type: none"> <li>• Students are expected to attend all class sessions of every course for the full 36 contact hours. In the case of unavoidable absence, the student must contact the instructor. The student is subject to</li> </ul> |
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|  | <p>appropriate academic penalty for incomplete or unacceptable makeup work, or for excessive or unexcused absences. Generally, a student who misses more than one four-hour course period (per course) without a documented military or medical excuse and advanced permission of the instructor should withdraw from the class. The University reserves the right to involuntarily drop enrolled students from classes, which they do not attend. <b>PLEASE BE ADVISED:</b> <u>Students who do not attend the first class session, who have not made prior arrangements with the instructor for being absent, will be dropped from their courses.</u></p> <ul style="list-style-type: none"> <li>• Attendance the last day of class is mandatory to ensure that all work is completed and to be awarded a passing grade. An Incomplete will not be acceptable without documental proof (Death Notice, Doctor’s Letter, etc.) as to absence relating to non-completion of class work. These must be faxed 904-262-1459 or dropped off to Webster University by the Monday after the term ends.</li> <li>• Participants are expected to arrive on time and be actively involved in the learning experience. Each student should desire to learn, participate, and proactively contribute to the learning of others during each discussion and exercise.</li> <li>• Students are to participate in classroom discussions. The discussions are an opportunity for students to reveal their understanding of the assignments made for the current and previous classes.</li> <li>• Assignments are given to prepare the student to participate in class discussions; therefore, it is imperative that reading assignments and associated questions for discussion be completed prior to class.</li> <li>• A maximum of 10 points will be awarded based on the level and quality of participation and preparation.</li> <li>• Failure to turn in an assignment within one week will result in a grade of "0" for that assignment. In addition, failure to submit an assignment will lower the final grade by an additional two points.</li> <li>• All assignments are due as detailed in the Course Schedule.</li> <li>• Late assignments will be accepted, if they are turned in <i>no later</i> than one week later, but will be penalized one letter grade. Furthermore, late assignments will lower the student's final grade by an additional one point.</li> <li>• Late assignments will not be accepted for the final assignments the last week of the course to allow timely completion and grades to be submitted.</li> </ul> |
| <p><b>Policy Statements:<br/>University Policies</b></p> | <p>University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university’s published policies. The following policies are of particular interest:</p> <p><b>Academic Honesty</b></p>   |

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|                        | <p>The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university’s academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.</p> <p><b>Drops and Withdrawals</b></p> <p>Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.</p> <p><b>Special Services</b></p> <p>If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.</p> <p><b>Disturbances</b></p> <p>Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.</p> <p><b>Student Assignments Retained</b></p> <p>From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.</p> <p><b>Contact Hours for this Course</b></p> <p>It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.</p> |  |                                       |
| <b>Course Policies</b> | The instructor is free to change course content or assignments according to their professional discretion.  |  |                                       |
| <b>Weekly Schedule</b> | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;"></td> <td style="width: 70%;"><b>Pre-Assignments for Session 1:</b></td> </tr> </table>   |  | <b>Pre-Assignments for Session 1:</b> |
|                        | <b>Pre-Assignments for Session 1:</b>   |  |                                       |

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|                  | <ul style="list-style-type: none"> <li>• Read Levi Introduction, Chapters 1 and 2</li> </ul>  |
| <b>Session 1</b> | <p><b>THEME: Introduction to Groups in the Contemporary Organization</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Overview of course objectives</li> <li>• Overview of course requirements and assignments</li> <li>• Introductions</li> <li>• Experiential exercise on group development</li> <li>• Introduction to Models such as Process / Content, Adult Learning Model, etc.</li> </ul> <p><b>Assignments for Session 2:</b></p> <ul style="list-style-type: none"> <li>• Begin thinking about term paper topic</li> </ul> |
| <b>Session 2</b> | <p><b>THEME: Group Processes Within Teams</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Group formation and development</li> <li>• Intra-group dynamics</li> <li>• Values, Beliefs, Behaviors</li> <li>• Experiential Exercise on Observing Group Behavior</li> <li>• Journals</li> </ul> <p><b>Assignments for Session 3:</b></p> <ul style="list-style-type: none"> <li>• Read Levi Chapters 3 and 4</li> <li>• Complete Journal</li> </ul>  |
| <b>Session 3</b> | <p><b>THEME: Improving Performance in Teams and Groups</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Groups Into Teams: Team Building Interventions</li> <li>• Decision Making and Problem Solving</li> <li>• Creativity</li> <li>• Performance Management in groups and teams</li> <li>• Journals</li> </ul> <p><b>Assignments for Session 4:</b></p> <ul style="list-style-type: none"> <li>• Read Levi Chapters 5 and 6</li> <li>• Identify Research Paper Topic</li> </ul>   |
| <b>Session 4</b> | <p><b>THEME: Empowerment and Self-Managing Work Teams</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Leaders and Followers in groups and teams</li> <li>• Power Dynamics in groups</li> <li>• Value Based Decisions in groups</li> </ul>  |

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|                  | <ul style="list-style-type: none"> <li>• Functional Roles in groups and teams</li> <li>• Experiential Exercise on Group Decision Making</li> <li>• Journals</li> </ul> <p><b>Assignments for Session 5:</b></p> <ul style="list-style-type: none"> <li>• Read Levi Chapters 7 and 8</li> <li>• Complete Journal</li> <li>• Prepare for Mid-term Exam</li> </ul>  |
| <b>Session 5</b> | <p><b>THEME: Application of Understandings and the Impact of Expectations</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Mid-term Examination</li> <li>• Observation and Application of Group Member roles</li> <li>• Experiential Exercise on creativity</li> <li>• Journals</li> </ul> <p><b>Assignments for Session 6:</b></p> <ul style="list-style-type: none"> <li>• Read Levi Chapters 9, 10, and 11</li> <li>• Complete Journal</li> </ul>   |
| <b>Session 6</b> | <p><b>THEME: Communication and Feedback Process in Groups and Teams</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Communications at the Individual or person level</li> <li>• Communications at the Group or Team level</li> <li>• Communications at the Organization level</li> <li>• Improving team and group communications</li> <li>• Journals</li> </ul> <p><b>Assignments for Session 7:</b></p> <ul style="list-style-type: none"> <li>• Read Levi Chapters 12 and 13</li> <li>• Complete Journal</li> </ul> |
| <b>Session 7</b> | <p><b>THEME: Conflict and Conflict Resolution Strategies</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Intra-group and inter-group conflict</li> <li>• Negotiations and Interests</li> <li>• Third Party Interventions</li> <li>• Experiential Exercise on Group and Inter-group collaboration</li> <li>• Lecture on Group and Individual Collaboration</li> <li>• Developing your Own Model</li> <li>• Journals</li> </ul> <p><b>Assignments for Session 8:</b></p>  |

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|  |                  | <ul style="list-style-type: none"> <li>• Read Levi Chapters 14, 15, 16, and 17</li> <li>• Complete Journal</li> </ul>  |
|  | <b>Session 8</b> | <p><b>THEME: Change Management</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Process Consultation</li> <li>• Dynamics of Change in groups and teams</li> <li>• Experiential Exercise in Change Dynamics</li> <li>• Change Models</li> <li>• Journals</li> </ul> <p><b>Assignments for Session 9:</b></p> <ul style="list-style-type: none"> <li>• Complete Journal</li> <li>• Complete Research Paper</li> <li>• Prepare for Final Examination</li> </ul> |
|  | <b>Session 9</b> | <p><b>THEME: Group Dynamics of Adjourment</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Final Examination</li> <li>• Presentation of Research Paper major concepts and findings</li> <li>• Journals</li> <li>• Experiential Exercise: Adjourning and Course Closure</li> <li>• Research Paper Due</li> </ul>  |
| <b>Additional Information</b>  | None             |  |
| <p>Reviewed by: <u>    <i>J. Ewing</i>    </u></p> <p>Job Title: <u>    Faculty Coordinator    </u></p> <p>Date: <u>    08/29/07    </u></p> |                  |  |

Revised 8/22/07