

Course	HRDV 5560.PR Group Development and Change
Term	Fall 1 - 2009 Day and Time: Saturday B, 8:00AM-5:00PM Location: Ocala Metropolitan Campus, 3405 SW College Rd., Ocala, Florida
Instructor	Name: Henri Benlolo, Ph.D Phone: 352-861-9330 or 352-854-2322 ext. 1430 Email: hbenlolo@webster.edu or benlolo@cf.edu
Catalog Description	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 also 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.
Prerequisites	Completion of HRDV 5000- Introduction to Human Resources Development is required.
Course Level Learning Outcomes	<ol style="list-style-type: none"> 1. Students will demonstrate, through a written exam, their comprehension of the mandatory topics. 2. Students will be able to analyze complex factual situations using the important facts, concepts, and theories of the Human Resources Development field to help diagnose best practices, problems, and opportunities for program development. 3. Students will be able to integrate theories and models to develop solutions to complex Human Resources Development problems. They demonstrate the effectiveness of their solutions using either quantitative or qualitative criteria. 4. Students will be able to understand performance and productivity-team/group performance and threats to productivity. 5. Students will be able to identify how groups and teams make decisions; pitfalls and solutions. 6. Students will be able to understand how teams and groups compete and cooperate, leverage differences to create opportunities, and develop strategies for high performance. 7. Students will be able to understand the relationship between teamwork and information technology, and teaming across distance and culture. 8. Students will be able to demonstrate how to design a team or group, taking into consideration tasks, people differences, and organizational processes.

Materials	Text: <i>S Systems Approach to Small Group Interaction</i> , 10 th edition, Stewart L. Tubbs, McGraw Hill, ISBN# 978-0-07-338510-5																										
Grading	<p>The GRADUATE catalogue provides these guidelines and grading options:</p> <ul style="list-style-type: none"> • A/A- Superior graduate work • B+/B/B- Satisfactory graduate work • C Work that is barely adequate as graduate-level performance • CR Work that is performed as satisfactory graduate work (B- or better). A grade of “CR” is reserved for courses designated by a department, involving internships, as thesis, practicums, or specified courses. • F Work that is unsatisfactory • I Incomplete work • ZF An incomplete which was not completed within on year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal. • IP In progress • NR Not reported • W Withdrawn from the course <p>The course grade will be based on scores earned from assignments, papers, examinations, and the student’s contribution to class discussions and activities. The different components will be weighted as follows:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 70%;">4 Case Studies</td> <td style="text-align: right;">20 pts. (5 pts. each)</td> </tr> <tr> <td>3 Application Essays</td> <td style="text-align: right;">15 pts. (5 pts. each)</td> </tr> <tr> <td>2 Class Assignments</td> <td style="text-align: right;">20 pts. (10 pts. each)</td> </tr> <tr> <td>1 Class Presentation</td> <td style="text-align: right;">10 pts.</td> </tr> <tr> <td>Final Examination</td> <td style="text-align: right;">30 pts.</td> </tr> <tr> <td>Class Participation</td> <td style="text-align: right;">5 pts.</td> </tr> </table> <p><u>Grading Scale</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 60%;">100-95</td> <td style="text-align: right;">A</td> </tr> <tr> <td>94-90</td> <td style="text-align: right;">A-</td> </tr> <tr> <td>89-85</td> <td style="text-align: right;">B+</td> </tr> <tr> <td>84-80</td> <td style="text-align: right;">B</td> </tr> <tr> <td>79-75</td> <td style="text-align: right;">C+</td> </tr> <tr> <td>74-70</td> <td style="text-align: right;">C</td> </tr> <tr> <td>69-65</td> <td style="text-align: right;">C-</td> </tr> </table>	4 Case Studies	20 pts. (5 pts. each)	3 Application Essays	15 pts. (5 pts. each)	2 Class Assignments	20 pts. (10 pts. each)	1 Class Presentation	10 pts.	Final Examination	30 pts.	Class Participation	5 pts.	100-95	A	94-90	A-	89-85	B+	84-80	B	79-75	C+	74-70	C	69-65	C-
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Activities	Students are expected to have read the assigned chapters prior to each weekly class meeting. Classes will include lectures with audio-visu-als;																										

	<p>discussions of cases, application essays, group exercises, debates, and class assignments.</p> <p>There will be a final examination administered in class. The final examination will be in the form of a series of essays questions and/or cases. There will also be periodic class quizzes that will consist of objective true/false and multiple choice questions. Although these quizzes will not be graded, they will be used as study tools and for class discussion, and will contribute to the class participation portion of the student's final grade.</p> <p>Student will be required to complete four case studies, three application essays, two class assignments, one class presentation. These activities are designed to demonstrate the student's applied knowledge of facts, concepts, principles, and theories, as well as analytical and critical thinking skills and problem solving ability applied to contemporary events, issues, and problems in organizations.</p> <p>Further explanation on each of the required assignments will be discussed in class.</p>
<p>Policy Statements: University Policies</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>Academic Honesty 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>Drops and Withdrawals 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>Special Services 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>Disturbances 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>Student Assignments Retained 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>Contact Hours for this Course 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>
<p>Course Policies</p>	<p>Attendance is essential to successful completion of the course. Further details on excused absences are explained in the college catalogue. All assignments will have a due date. Failure to meet the due date will result in a one point penalty for assignments that are worth up to five points, and a two point penalty for assignments that are worth up to ten points.</p>
<p>Weekly Schedule</p>	<p>Week 1- Chapters 1 and 2 Discussion of class requirements Introduction What is group and team interaction? Systems approach and conceptual models Facts and myths Challenges- present and future Communication processes Characteristics of groups and teams Class Assignment 1 Application Essay 1</p> <p>Week 2- Chapters 3 and 4 Essential conditions for group and team success Group and team performance and productivity Integrated models</p>

	<p>Group and team structures Types of groups and teams, and how they function Designing groups and teams; tasks, people, and processes Group and team identity, emotion, and development Case Study 1 Application Essay 2</p> <p>Week 3- Chapters 5 and 6 Group norms Group and team leadership Leadership challenges, styles, power Participative Management Communication and collective intelligence Groupthink, avoiding groupthink, escalating commitment Key causes of self-limiting behavior in groups and teams Decision-making processes: solutions and pitfalls Unethical decision making, and how to avoid it Case Study 2 Class Assignment 2 Application Essay 3</p> <p>Week 4- Chapters 7 and 8 Conflict and conflict management, leveraging differences to create opportunities Competition and cooperation Outcomes of group activity Organizational change Coaching Social interaction; redesigning the workplace Virtual teamwork Information technology social behavior Case Study 3 Case Study 4</p> <p>Week 5 Class Presentations Final Examination</p>
Additional Information	<p>Course Requirements:</p> <p><u>Course Attendance:</u> The University reserves the right to drop students who do not attend class the first two weeks of the term/semester. Students are expected to attend</p>

all class sessions of every course. In the case of unavoidable absence, the student must contact the instructor. The student is subject to appropriate academic penalty for incomplete or unacceptable makeup work, or for excessive or unexcused absences.

Conduct:

Students enrolling in a degree program at Webster University assume the obligation of conducting themselves in a manner compatible with the

University's function as an education institution. Misconduct for which students are subject to discipline may be divided into the following categories:

1. All forms of dishonesty, cheating, plagiarism, or knowingly furnishing false information to the University.
2. Obstruction or disruption of teaching, research, administration, disciplinary procedures, or other University activities or of other authorized activities on University premises.
3. Classroom disruption. Behavior occurring within the academic arena, including but not limited to classroom disruption or obstruction of teaching, is within the jurisdiction of Academic Affairs. In case of alleged campus and/or classroom disruption or obstruction, a faculty member and/or administrator may take immediate action to restore order and/or to prevent further disruption (e.g. removal of student[s] from class or other setting). Faculty members have original jurisdiction to address the immediacy of a situation, as they deem appropriate. When necessary and appropriate, Public Safety and/or the local [or military] police may be contacted to assist with restoring peace and order. Faculty response is forwarded to the academic dean (or his or her designee) for review and, if necessary, further action. Further action might include permanent removal from the course. Repeated offenses could lead to removal from the program and/or the University.
4. Theft of or damage to property of the University. Students who cheat or plagiarize may receive a failing grade for the course in which the cheating or plagiarism took place.

Students who engage in any of the above misconducts may be subject to dismissal from the University on careful consideration by the executive vice president of the University or his designee. To the extent that penalties for any of these misconducts (e.g. theft or destruction of property) are prescribed by law, the University will consider appropriate action under such laws.

Students are subject to the Student Code of Conduct and Judicial Procedure described in the Online Student Handbook.

Course Contact Hours:

Unless a course has enrolled fewer than four students, faculty have a contractual obligation to meet the full complement of contact/meeting hours (32 for undergraduate courses; 36 for graduate courses). Not to meet this full complement of hours may be construed as a breach of contract and may also endanger Webster University's accreditation by The Higher Learning Commission and membership in the North Central Association of Colleges and Schools, and its licensure by the State of Florida. Finally, course meetings which are missed for any reason must be made up.

Determination of Grades Statement:

Determination of grades is based on the following criteria:

Minimum Requirements:

Products (papers, case studies, projects) must be on time, in the correct format, corrected for spelling and grammar, appropriate materials included and referenced to-the-point and on topic and conclusions must be supported.

Examinations must be complete, accurate, neat, evidence clear thought, and exhibit concise and to-the-point responses.

Behavior in class discussions and group activities should be responsible, should exhibit open communication, be constructive, and helpful.

Mastery Level (Grade of "B"): *Professional Achievement*

Products must meet the requirements stated above for minimum requirements and additionally meet professional criteria. For example, documentation should be included to support research papers, the APA format should be used consistently throughout the paper, and substantially more than the minimum number of references should be included. Presentations should be logical, organized, and comprehensive.

Examinations should be organized, in depth, comprehensive, logical and complete, and evidence thorough understanding of the subject /topic through application of principles.

Classroom behavior should exhibit very focused activity and thought on the subject at hand, be motivated, and assist in discovery of new insights and relationships concerning the subject/topic of discussion.

Mastery Level Plus (Grade of "A"): *Creative Achievement*

Products must meet all requirements stated above and additionally meet creative criteria. These criteria include unique topic or subject selection, synthesis of ideas, evaluation of subject matter and positions found in the

literature, be creative in approach, establish new relationships with ideas and provide new insights.

Examination responses indicate insightfulness of understanding, a synthesis of information and unique ideas, and rationale for application of principles following careful analysis.

Classroom behavior should exhibit focused activity and thought on the subject at hand, be motivated, and assist in discovery of new insights and relationships concerning the subject/topic of discussion.

The grade of "A" represents the best work of students, accomplished in a unique and professional manner.

Note:

To achieve the objectives of this course, this syllabus may be revised at the discretion of the instructor without prior notification or consent of the student.

For Webster University policies and procedures, please refer to the Catalog and Student Handbook.

Reviewed by: Nicki Nance

Job Title: Faculty Coordinator

Date: 7/13/09