



Course Syllabi

Course	HRDV 5560 57 Group Development and Change
Term	Fall 1, 2009 Saturday, 8AM-12PM, Fort Sam Houston, TX
Instructor	Name: Jim West Phone: 210.382.3987 Email: jwest@webster.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 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	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 not human resources development majors do not need to have completed Introduction to Human Resources Development (HRDV 5000) before taking this course.
Course Level Learning Outcomes	<ol style="list-style-type: none">1. Students will be able to implement Group Development solutions to real organizational problems.2. Students will know how to utilize team processes to support organizational and individual productivity.3. Students will be able to employ various team leadership approaches.4. Students will have practiced collaborative methods for resolving team conflict.5. Students will have practiced group decision making methods.6. Students will be able to distinguish between the various types of groups and teams.7. Students will be able to produce increased intellectual bandwidth in their work teams8. Students will be able to differentiate when team diversity is more or less effective for team outcomes.9. Students will know how to integrate teams and the effective utilization of technology.

Materials	<p>Title: <i>Making the Team: A Guide for Managers</i>, 3rd edition Author: Thompson, L. L. Publisher: Prentice Hall ISBN# 10: 0-13-186135-2</p> <p>The Dispute Resolution Research Center of the Northwestern University Kellogg Team and Team Center puts-out a CD containing numerous team exercises that are closely tied to the Thompson text. The instructor will have copies of facilitator guides, as well as individual materials accompanying exercises.</p>									
Grading	<table border="1" data-bbox="490 596 1438 877"> <tr> <td>Midterm Examination</td> <td>30 points</td> </tr> <tr> <td>Final Examination</td> <td>30 points</td> </tr> <tr> <td>Project</td> <td>15 points</td> </tr> <tr> <td>Class Participation</td> <td>25 points</td> </tr> </table> <p>The GRADUATE catalog 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, a thesis, practicums, or specified courses. • F Work that is unsatisfactory • I Incomplete work • ZF An incomplete which was not completed within one 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 		Midterm Examination	30 points	Final Examination	30 points	Project	15 points	Class Participation	25 points
Midterm Examination	30 points									
Final Examination	30 points									
Project	15 points									
Class Participation	25 points									
Activities	<ul style="list-style-type: none"> • Use medium-length cases from Harvard Business School, Thunderbird, or Ivey to illustrate group dilemmas and solutions • Employ simulations and role plays to illustrate real time group dynamics and methods for shifting group energy in positive directions. • Use group decision making and creative problem-solving methods to develop team competencies. 									

	<ul style="list-style-type: none"> • Show video on “Emotional Intelligence in Teams” and apply principles to individuals and class teams. • Treat smaller classes (less than 12) as a team, develop team mission and ground rules, review periodically, discuss team performance and make corrections. • Use class members to facilitate activities such as team problem-solving. • Watch DVD’s such as “12 Angry Men” and debrief it using group development concepts. • Have students write a paper describing a dysfunctional group or team situation they have experienced and make recommendations for change.
<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</p>

behavior are subject to disciplinary action, including removal from the course.

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.

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.

Course Policies Behavior of a graduate student is expected as is courtesy.

Weekly Schedule	Wk	Topic	Ch	Assignments
	1	Teams in organizations: Facts and Myths Performance and Productivity: Team Performance Criteria	1 2	Group members background with teams Team Contract Exercise
	2	Building the Team: Tasks, People, and Relationships Sharpening the Team Mind: Communication and Collective Intelligence	3 5	Case: Eli Lilly Evista Exercise: Windy City Theater Video: Emotional Intelligence on Teams
	3	Rewarding Teamwork: Compensation and Performance Appraisals	4	Case Lecture Video
	4	Team Decision making Midterm Exam passed-out	6	Case: Group Process in Challenger Launch Team Decision Exercise
	5	Conflict on Teams: Leveraging Differences to Create Opportunity Creativity: Mastering Strategies for High Performance Midterm Exam collected	7 8	DVD: 12 Angry Men Exercise: Creative Problem-Solving in Teams

	6	DVD: 12 Angry Men Exercise: Creative Problem-Solving in Teams	9 10	Case: Launching the War on Terrorism
	7	Inter-team Relations: Competition and Stereotyping Teamwork via Information Technology, Challenges and Opportunities	11 12	Case: Thurgood High School Handouts Exercise
	8	Thurgood High School Case Special Topics Discussion Pass-out Final		Case Handouts Exercise
	9	Case Individual Paper Presentations Special Topic Discussions Final Returned		
Additional Information	None			