



Course: Group Development and Change
Term: Summer, 2008
Schedule: Tuesday 1730-2130

Term: Summer, 2008

Campus

Day of Week: Tuesday 17:30-21:30

Fairchild Air Force Base

Instructor: Susan Lehinger, Ph.D. Adjunct Professor of Human Resources Development
Office: n/a **Office Hours:** After class
Phone: 509-467-8011 **Email:** gloryb@spocom.com

Dates: June 2 –August 1, 2008

Required Textbook

Title: Groups: Theory and Experience, 7th Edition
Authors: Rodney W. Napier and Matti K. Gershenfeld
Publisher: Houghton Mifflin
ISBN: 0-618-27044-2

Supplemental Readings and Videos:

Materials handed out in class. Videos provided by instructor. Students may be held responsible for this material on tests.

Course 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. Special attention will be paid to diversity in this class. The course also introduces students to different types of groups and group level interventions designed to improve group performance. The course also applies this conceptual knowledge to common group problems.

Expected Incoming Student Competency

Completion of required courses:

***HRDV 5000**

Or permission of instructor

Statement of Course Objectives:

Develop a clearer understanding of individual and group behavior and how it affects the workplace in terms of strategies, applications, change, and interaction between workers.

Course Outcome Competencies

Upon successful completion of this course, students **WILL BE ABLE TO:**

Recognize and define different types of individual and group behavior, theorize the causes of, and ways to manage such behavior, and discuss types of behavior change that might be effective in the potential workplace.

Course Requirements:

Scoring Criteria: Knowledge of, and ability to discuss, reading material assigned.

Scoring Criteria: Class Presentation:

Presentations will be scored on merits of presentation itself and ability to answer questions presented by students and teacher.

Scoring Criteria: Class Participation:

Class participation is always essential to HRDV classes and will be a factor in grading.

Scoring Criteria: Final Examination

Scoring of Final Examination will be on a point basis.

Grading:

Assignments	Maximum Points/Percentage
◆ Reading and class preparation	30%
◆ Mid-Term Examination	30%
◆ Class participation	10 %
◆ Final Examination	30%
Total	100 points/%

Attendance is critical to completion in this class. Only excused absences due to military assignment or other emergency should be expected. Unexcused absences will affect final grade.

Grades:

95 – 100 points	A
90 – 94 points	A-
88 – 89 points	B+
84 – 87 points	B
80 – 83 points	B-
70 – 79 points	C
69 or less points	F
Incomplete work	I

Policy Statements

LECTURES:

This course consists of weekly class sessions which may include lectures, presentations, material from the text and outside sources. Students will be expected to have read the assignments and prepared any required writing before coming to class. Student discussion of text material will be encouraged.

EXAMS: There are two formal examinations in this class. Students are expected to complete examinations no later than the week following the distribution of tests in the case of take home tests; no later than the next class session for other types of tests.

STUDENT CONDUCT

Students assume the obligation of conducting themselves in a manner compatible with Webster University's function as an educational 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. 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.

ATTENDANCE POLICY:

Students are expected to attend all class sessions. 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. Generally, a student who misses more than one four-hour course period (per course) without a documented military or medical excuse and advance 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.

DISCLAIMER

This syllabus is intended to provide a basic structure to this course. Adherence to this syllabus is subject to change at the discretion of the instructor.

COURSE SCHEDULE

Week 1 **Day, Date** **THEME: Perception and Communication**

Week 1

Topics:

1. Selective Perception and the Individual
2. Selective Perception and Culture
3. Selective Perception and Group Behavior
4. Selective Perception and Communication
5. Factors That Inhibit Communication in a Group
6. Understanding Communication in Groups
7. Factors That Influence Group Communication
8. Group Communication in a Diverse Society

Assignment for Week 2:

Read Chapter 2

Week 2 **Day, Date** **THEME: Membership**

Week 2

Topics:

1. Relationship of Groups and Membership
2. Types of Memberships
3. Why People Join Groups
4. Multiple Memberships
5. Reference Groups
6. Factors Increasing Attractiveness of Membership
7. Factors Decreasing Attractiveness of Membership
8. Attractiveness of Membership and Group Success

Assignment for Week 3:

Read Chapter 3

Week 3 **Day, Date** **THEME: Norms, Group Pressures, and Deviancy**

Week 3

Topics:

1. The Concept of Group Norms
2. How Group Norms Develop
3. Classification of Norms
4. Kinds of Norms
5. Forces That Induce Acceptance of Group Norms
6. A Preliminary Theory of Norm Development
7. The Power of Groups
8. Collusive Behavior: Maintaining the Status Quo of Norms
9. Accepting Group Norms: Under What Conditions?
10. Deviance from Norms
11. Norms as Inhibiting, Preserving, Institutionalizing, and Stagnating Groups
12. Changing Group Norms

Assignment for Week 4:

Read Chapter 4

Week 4

Day, Date THEME: Goals

Week 4

Topics:

1. Power of a Goal
2. Distinguishing Between Individual Goals and Group Goals
3. How Are Individual Goals Formed?
4. How Are Group Goals Formed?
5. Classification of Goals
6. Surface and Hidden Agendas
7. Relationship Between Group Goals and Group Activities
8. Group Productivity
9. Mission, Goals, and Objectives
10. The Strategic Plan
11. The Relationship Between Norms and Goals
12. The Relationship Between Perception and Goals
13. Changing Group Goals
14. Group Goals and the Individual Member

Assignment for Week 5:

Read Chapter 5. Do Mid-Term Examination or hand in paper.

Mid-Term Examination or Values Paper (To be determined)

Week 5

Day, Date THEME: Leadership

Week 5

Topics:

1. Six Theoretical Views of Leadership
2. Integrating the Six Dimensions of Leadership
3. Consequences of Non-transformational Leadership
4. Emotional Intelligence and Leadership

Assignment for Week 6:

Read Chapter 6

Paper due

Week 6 **Day, Date** **THEME: A Systems View of Small Group Behavior**
Week 6 **Topics:**
1. General Systems Theory and Behavior in Organized Settings
2. The Family as a Small Group System
3. The Invisible Group and Its Life Space
4. Background of Organizational Culture as a Concept
5. The Vocabulary of General Systems Theory
6. Complex Systems and Changing Leadership

Assignment for Week 7:

Read Chapter 7

Week 7 **Day, Date** **THEME: Group Problem Solving and Decision Making**
Week 7 **Topics:**
1. Group Decision Making: Disadvantages and Advantages
2. Constructive Controversy and Conflict
3. Rational Problem Solving
4. The Pareto System
5. Intuitive Problem Solving
6. Who Should Decide—The Leader or the Group?

Assignment for Week 8:

Read Chapter 8

Week 8 **Day, Date** **THEME: The Nature of Group Conflict**
Week 8 **Topics:**
1. The Ubiquitous Nature of Conflict
2. The Very Personal Nature of Conflict
3. From Individual Sources of Conflict to the Dynamics of Conflict in Groups
4. Diagnosis: the First and Most Critical Step in Conflict Resolution
5. What to Do with Conflict: Creating a Design
6. Summary Considerations for Managing Conflict in a Group Setting

Assignment for Week 9:

Read Chapter 9 and Chapter 10

Week 9

Day, Date

THEME: The Evolution of Groups

Week 9

Topics 1:

1. The Task and Emotional Aspect of Groups
2. The Stages of Group Development
3. Linear Models of Group Development
4. Cyclical Models of Group Development
5. Impact of Technology on Group Development
6. Facilitating Group Success

Topics 2:

1. Defining a team
2. Teamwork: The Key to Survival
3. The Birth of Modern-Day Teams
4. Effective Teamwork in TQM Teams
5. Do Teams Lead to More Profits?
6. Why Teams Fail
7. The Saturn Experiment
8. Team Building Across Culture Space and Function
9. Team Assessment

Final Examination