THOMPSON RIVERS UNIVERSITY

Course Outline

Human Enterprise and Innovation
School of Business & Economics

ORGB 3770 - **3.00** - Academic

Teamwork in Organizations

Rationale

GET analysis has identified that this course meets the Citizenship, Knowledge, and Teamwork ILO criteria. See attached foci tool and notes under Educational Objectives/Outcomes.

Calendar Description

Students develop an understanding of the nature, design and processes of effective teamwork as well as a practical skill set for team membership. Topics include the importance of teams; assessing a team's experience and insights; building a balanced team; building a high performance team; becoming a team member, follower, and leader; team building; team evaluation and accountability; observing team leadership skills at work; identifying and overcoming team dysfunctions; motivating team members and leaders; and developing intercultural teams.

Credits/Hours

Course Has Variable Hours: No
Credits: 3.00
Lecture Hours: 3.00
Seminar Hours: 0
Lab Hours: 0
Other Hours: 0
  Clarify:
Total Hours: 3.00
Delivery Methods: (Face to Face)
Impact on Courses/Programs/Departments: No change
Repeat Types: A - Once for credit (default)
Grading Methods: (S - Academic, Career Tech, UPrep)

Educational Objectives/Outcomes

1. Explain the strengths, weaknesses and significance of work teams.
2. Describe organizational designs that facilitate work teams and discuss where and when teams can be usedeffectively.
3. Demonstrate a comprehensive knowledge and understanding of the theories underpinning work teams.

4. Discuss the different roles that team members assume in their team dynamics.
5. Identify the functional and dysfunctional team dynamics and their sources.
6. Design and implement a team development tracking instrument.
7. Identify and explain the team developmental phases experienced by their team.
8. Diagnose the dysfunctions in a team and design and successfully implement corrective interventions.
9. Recognize and describe the four personality characteristics identified by the True Colors Personality andTemperament Instrument.
10. Appreciate the implications of their own personality characteristics and those of others.
11. Utilize their new team skills and knowledge in other areas of their life.
12. This course meets the Citizenship, Knowledge, and Teamwork criteria. See attached foci tool demonstrating thematch.

Prerequisites

CMNS 1290-Introduction to Professional Writing
ORGB 2810-Organizational Behaviour

Co-Requisites

Recommended Requisites

Exclusion Requisites

BBUS 3880-Teamwork in Organizations

Texts/Materials

Textbooks

1. **Required** Lencioni, Patrick. *The Five Dysfunctions of a Team* Jossey-Bass, 2002
2. **Required** Bell, Arthur and Dayle M. Smith. *Learning Team Skills*, 2nd ed. Pearson Canada, 2011
3. **Required** Katzenbach, Smith, et. al. *HBR's 10 Must Reads On Teams,* Harvard Business Review, 2013

Student Evaluation

The Course grade is based on the following course evaluations.

Tests/quizzes 30-40% (0.00%) Case studies/research projects/assignments 10-20% (0.00%) Team activities 40-60% (0.00%)

Course Topics

1. Importance of Teams

- History and importance of team work
- What is a team versus a group?
- Types of teams
- Characteristics of a team
- Teams and buy-in
- Teams and cross-training
- Teams and follow-up responsibilities
- Teams and the social aspect of enterprise
- Organizational design and work teams
- Challenge of implementing work teams

  Teams and team member personalities

2. Assessing Your Team Experience and Insights

- The history of personality classifications
- Differences and similarities between personality instruments
- Discovering your own True Colors Personality Spectrum
- Myers Briggs Type Indicator Personality Test

  Building the emotional intelligence of groups

3. Building a Balanced Team
3. Building a Balanced Team

- The importance of balance
- Causes of team imbalance
- How and when to plan for balance
- The limits of personality tests
- Making the most of gender balance
- Characteristics of men versus women's communication habits

  The value of team diversity

4. Building High Performing Teams

- Understanding team development
- The utility of team development
- Tuckman's Model Stages of Group Development
- Gersick's Model Punctuated Equilibrium Model
- Lewin's Model Individual Change Process
- Tubbs Systems Model
- Fisher's Theory of Decision Emergence in Group

  Wheelan's Integrated Model of Group Development
- Morgan, Salas and Glickman's Team Model
- The Limitations of Group/Team Development Models

  Putting it all Together

5. Becoming a Team Member, Follower and Leader

- How to know if your organization needs teams
- Creating effective teams based on context, composition, work design and process
- Putting together your case for a team
- A sample communication to management regarding team formation
- Importance of a team charter
- Preparing for team membership
- Importance of team followership
- Preparing to lead a team
- Activities for the first team meeting
- Writing an informal agenda for team meetings
- Taking notes or minutes for team meetings

Keeping the team informed between meetings

6. Team Building

   - Skills and concepts
   - Building real teams
   - Obstacles to effective teams
   - Overcoming the obstacles

   Behavioural checklist

7. Team Evaluation and Accountability

   - Purpose of feedback
   - Team effective assessment
   - The role of team accountability

8. Observing Team Leadership Skills At Work

   - Employee orientation team
   - Team meetings
   - Understanding and resolving team problems
   - Teaching people how to be team members
   - Five common team problems and tools for repair and prevention
   - Functional and dysfunctional teams
   - Problem solving common issues

   Challenges of managing a team

9. Identifying and Overcoming Team Dysfunctions

   - Absence of trust
   - Fear of conflict
   - Lack of commitment
   - Avoidance of accountability
   - Inattention to result

   Thomas-Kilmann Conflict Mode Instrument Tool

10. Motivating Team Members and Leaders

    - Motivation for productive teams
    - Completing collaborative projects through teamwork
    - Common team challenges
    - Why teamwork improves organizational performance?

    Steps in the Collaborative Process for Documents and Presentations

11. Developing Intercultural Teams

- Shared information without a shared culture
- What's at stake in understanding cultural differences
- Team cultural diversity and team performance
- Grasping the deeper aspects of cultural differences
- Communication in the intercultural meeting
- Managing multicultural teams
- Global implications of teamwork

Impact on group cohesiveness

Methods for Prior Learning Assessment and Recognition

As per TRU Policy

Last Action Taken

Implement by Submission Preview Subcommittee Chair Shelley Church