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OFFICE HOURS: **APPOINTMENT ONLY**

MGMT. 320: LEADING & MANAGING TEAMS ~ WRITING INTENSIVE

SPRING ~ 2018

MONDAY ~ WEDNESDAY ~ FRIDAY, 9:20 AM ~ 10:10 AM

Water Tower Campus, Schreiber ~ Room 406

Catalog Description

This course examines the characteristics of effective teams and team players in an organizational context and covers theories and concepts of team composition, roles and leadership, decision making, team charters, conflict management, team networks and international teams.

Pre-requisites: Junior standing, minimum grade of C- or better in MGMT. 201

Course Overview

This course in Leading & Managing Teams is very different from the typical college lecture course, which might be characterized by the sequence: lecture --> copy --> regurgitate --> forget (?). This course will be taken in an experiential format. This means that much of your learning will be the result of your own behavior and experiences in completing course assignments. This learning sequence might be characterized as: read --> lecture review --> analyze/interact --> problem solve (now and in the future).

The experiential format places greater responsibility on the student to make the learning experience successful. There are fewer lectures and more student involvement. The course tends to be more fun than a pure lecture course, with the learning immediately transferable to real organizational settings. The ability to work effectively in a face-to-face manner with a broad range of diverse coworkers is characteristic of successful employees, and has been cited as a weakness of many new college graduates. You are about to embark on a challenging but exciting journey into the development

of "people skills." If you are successful in developing these skills, you will be more likely to obtain a better (and higher paying) entry level position upon graduation from college.

Course Objectives & Learning Outcomes

- To gain an understanding of team processes and team performance in organizations, learn tools that make teams effective, develop team skills and practice creating, monitoring and improving an ongoing team effort.
- To learn principles of interpersonal influence, conflict resolution, and effective group behavior and develop an awareness of ethical issues in the workplace and organizational social responsibility;
- To develop personal, group, and class goals for managing in the class and other organizational settings;
- To provide opportunities to apply concepts and practice skills discussed in the readings, activities, and class discussions for reflection and action; and,
- To enhance students emerging managerial skills so as to become more effective and constructive organizational members, leaders, and team builders.

Required Materials

I will distribute cases, articles, and experiential activities throughout the term.

Course Requirements

1. Attendance at all class sessions is expected, especially during the discussion of the case studies. Please email me if a circumstance beyond your control will prevent you from attending class.
2. Active, useful and regular contribution to discussions in class. This requires that students be well-prepared by having read and analyzed the assigned readings and/or case studies prior to class, that they be present at each class, and that they participate constructively in class discussions. Because much of the learning in class comes from class discussion, a student cannot earn an A for the course without contributing to the class as an engaged individual student.
3. Active, useful and dependable participation on the student's Business Strategy Game simulation team. This includes attendance at team meetings outside of class, and constructive contributions to the team's analysis, decisions, and oral and written reports. Individual performance is evaluated by team members.
4. No extra credit assignments will be allowed, and other assignments that are turned in beyond the due date will not be accepted or reduced in grade.

Computation of Grade

▪ Class Participation	15%
▪ Tests [2]	35%
▪ Work Team Projects [3 @ 15%]	45%
▪ Reflection Paper	<u>5%</u>
	100%

Course Grading Scale

A	100 ~ 95%	B-	80 ~ 82%
A-	90 ~ 94%	C+	75 ~ 79%
B+	86 ~ 89%	C	72 ~ 74%
B	83 ~ 85%	C-	70 ~ 71%

Quinlan School of Business Policy on Make-Up Examinations

Loyola University academic policy provides the tests or examinations may be given during the semester or summer sessions as often as deemed advisable by the instructor. Because Quinlan faculty believe examinations represent a critical component of student learning, required examinations should be taken during the regularly scheduled class period. Make-up examinations are discouraged. Exceptions may be granted only the faculty member or department chair, and only for unavoidable circumstances (illness verified by a signed physician's note, participation in intercollegiate athletic events, subpoenas, jury duty, military service, bereavement, or religious observances). A make-up examination may be scheduled only with the permission of the appropriate Quinlan Assistant or Associate Dean.

If a make-up examination must be given, it is the responsibility of the faculty member to prepare, schedule, and proctor the exam. The only regular exception is for the student – athlete, who may use the testing services of the Athletic Department to complete a make-up examination. Students with documented special testing needs will be accommodated.

Quinlan School of Business Policy on Academic Integrity

All members of the Quinlan School shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood. Plagiarism or cheating on the part of the student in individual or group academic work in in examination behavior will result minimally in the instructor assigning the grade of "F" for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved. For further information about expectations for academic integrity and sanctions for violations, consult the complete Quinlan School of Business Honor Code and Statement of Academic Integrity on the Quinlan website: <http://www.luc.edu/media/lucedu/quinlanschoolofbusiness/pdfs/Honor-Code-Quinlan-July2012.pdf>.

BUSINESS REFERENCES

- Advertising Age
- Barron's
- Bloomberg BusinessWeek
- Crain's
- Daily Finance
- Economist
- Entrepreneur
- Fast Company
- Financial Times
- Forbes
- Fortune
- Hoover's
- Inc.
- Kiplinger
- Money
- Morningstar
- Motley Fool
- Seeking Alpha
- Wall Street Journal
- Your favorite city paper – Business section

Favorite Business / Management Books

January 1, 2018

- 1) Lean In: Women, Work, and the Will to Lead (2013) – Sheryl Sandberg
 - 2) Execution: The Discipline of Getting Things Done (2002) – Larry Bossidy & Ram Charan
 - 3) Good To Great (2001) – Jim Collins
 - 4) Mary Parker Follett: Prophet Of Management (1995) – Mary Parker Follett & Pauline Graham (editor)
 - 5) Never Eat Alone: And Other Secrets To Success, One Relationship At A Time (2005) – Keith Ferrazzi
 - 6) Pour Your Heart Into It: How Starbuck’s Built A Company One Cup At A Time (1997) – Howard Schultz & Doris Jones Yang
 - 7) Steve Jobs (2011) – Walter Isaacson
 - 8) Straight From The Gut (2001) – Jack Welch & John A. Byrne
 - 9) The First 90 Days: Critical Success Strategies For New Leaders At All Levels (2003) – Michael Watkins
 - 10) The 7 Habits Of Highly Effective People (1989) – Stephen Covey
 - 11) The Wisdom Of Teams: Creating The High Performance Organization (1994) – Jon R. Katzenbach & Douglas K. Smith
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MGMT. 320: LEADING & MANAGING TEAMS

REFLECTION PAPER EXPECTATIONS

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DUE ~ WEDNESDAY, APRIL 25


You will deliver a reflection paper on your **MGMT. 320** team leadership & followership experiences [**1 DOUBLE~SIDED** page, concise bullet statements, 12 type, and word processed].

Your reflection paper will only be read by me, so confidentiality is guaranteed. Please feel free to share your thoughts freely and honestly. I am **NOT** looking for “politically correct” reflections. Tell me about the “good, bad, and ugly” aspects of managing self and others. What **EXCITES** you about working with others? What **FRUSTRATES** you about working with others?

Please organize your reflections with these sub-headers:

- + **Strengths & Developmental Areas** ~ What are my significant team leadership and followership skills? What are my major developmental areas? How did I address these improvement areas?
 - + **Best & Worst Team Experiences** ~ What are my **BEST** and **WORST** MGT. 320 team experiences? **Be concise & specific**
 - + **Lessons Learned** ~ What should I **CONTINUE, START, AND STOP** doing as a team leader? team member? Bullet **2 specific** action steps for each
 - + **Moving Forward** ~ What **future** work / class opportunities will refine my team leadership and followership skills? How will I use my leadership/followership “super powers” in the workplace and/or classroom?
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<u>WEEKS/DATES</u>	<u>COURSE TOPICS</u>	<u>READINGS / DELIVERABLES</u>
<p><u>WEEK # 1</u></p> <p>M, JAN. 15: DR. MLK JR, HOLIDAY ~ NO CLASS</p> <p>*</p> <p>W, JAN. 17</p> <p>*</p> <p>F, JAN. 19</p>	<ul style="list-style-type: none"> ▪ What is a Work Team? ▪ Why Work Together? ▪ Looking Inward: Reflection & Assessment ▪ Goal Setting: 3~5 goals for this term [Daughtry ~ What about now?] 	<ul style="list-style-type: none"> ▪ Self ~ Assessment: Top 10 Skills Employers Want ▪ Team Introductions / Activity ~ High – Low Business / Report outs ▪ Reading ~ Managing Oneself
<p><u>WEEK # 2</u></p> <p>M, JAN. 22</p> <p>*</p> <p>W, JAN. 24</p> <p>*</p> <p>F, JAN. 26</p>	<ul style="list-style-type: none"> ▪ What makes an Effective & Efficient leader? What makes an Effective & Efficient team member? ▪ Personality Types ▪ Emotional Intelligence 	<p><u>TEAM PROJECT # 1 EXPECTATIONS ~ MON. JAN. 22</u></p> <ul style="list-style-type: none"> ▪ Readings ~ The Discipline of Teams & Emotional Intelligence ▪ Personality Assessments ~ Myers Briggs & Learning Styles
<p><u>WEEK # 3</u></p> <p>M, JAN. 29</p> <p>*</p> <p>W, JAN. 31</p> <p>*</p> <p>F, FEB. 2</p>	<ul style="list-style-type: none"> ▪ Motivating Self & Others ▪ The Stages Of Group Development ▪ Productive Team Meetings ▪ Project Timelines 	<ul style="list-style-type: none"> ▪ Reading ~ The Introverted Leader
<p><u>WEEK # 4</u></p> <p>M, FEB. 5</p> <p>*</p> <p>W, FEB. 7</p> <p>*</p> <p>F, FEB. 9</p>	<ul style="list-style-type: none"> ▪ Managerial Functions & Skills ▪ Time Management Skills 	<p><u>TEAM PROJECT # 1 DUE ~ FRI. FEB. 9</u></p> <ul style="list-style-type: none"> ▪ Reading ~ The Positive Functions of a Team
<p><u>WEEK # 5</u></p> <p>M, FEB. 12</p> <p>*</p> <p>W, FEB. 14</p> <p>*</p> <p>F, FEB. 16</p>	<ul style="list-style-type: none"> ▪ What Does It Mean To <i>Really</i> Listen To Self & Others? ▪ Who Are Your Mentors? Do You Mentor Others? ▪ Communication Styles ▪ Delivering Exceptional Presentations ~ “Own the Room!” 	<p><u>TEST # 1 REVIEW GUIDE ~ MON. FEB. 12</u></p> <ul style="list-style-type: none"> ▪ Reading ~ Communication Styles ▪ Practice Presentations / Class Feedback ~ 5 Values, Personality type, Myers Briggs, Learning Style(s), Communication Style(s), Love/Frustrate you about working with others ▪ Presentations / Class Feedback

<p><u>WEEK # 6</u> M, FEB. 19 * W, FEB. 21 * F, FEB. 23</p>	<ul style="list-style-type: none"> ▪ Giving & Receiving Constructive Feedback ▪ Are You Coachable? ▪ Performance Management ▪ What Are The Characteristics Of High Performing Individuals & Teams? 	<p><u>TEAM PROJECT # 1 REVISIONS DUE ~ MON, FEB. 19</u> * <u>TEST # 1 ~ MON, FEB. 19</u></p> <ul style="list-style-type: none"> ▪ Readings ~ Are you Coachable? & GE Performance Management
<p><u>WEEK # 7</u> M, FEB. 26 * W, FEB. 28 * F, MAR. 2</p>	<ul style="list-style-type: none"> ▪ High Performing Individuals & Teams [Continued] ▪ Managing Functional & Dysfunctional Conflict ▪ MIDTERM PERFORMANCE 	<p><u>TEAM PROJECT # 2 EXPECTATIONS ~ MON, FEB. 26</u></p> <ul style="list-style-type: none"> ▪ Review Test # 1 ▪ Reading ~ Conflict Management Styles ▪ Team Leadership & Followership Skills Assessment ~ Midterm Review & Action Plan
<p><u>WEEK # 8</u> SPRING BREAK! * MAR. 5 ~ MAR. 10</p>	<p>ENJOY A PLAY HARDER SPRING BREAK!</p>	
<p><u>WEEK # 9</u> M, MAR. 12 ~ WELCOME BACK! * W, MAR. 14 * F, MAR. 16</p>	<ul style="list-style-type: none"> ▪ Workplace Diversity = Similarities & Differences To Achieve Individual & Team Goals ▪ Individual & Team Decision Making 	<ul style="list-style-type: none"> ▪ Reading ~ Decision Making Styles ▪ DM Cases

<p><u>WEEK # 10</u></p> <p>M, MAR. 19 * W, MAR. 21 * F, MAR. 23</p>	<ul style="list-style-type: none"> Leading Self & Others 	<p><u>TEAM PROJECT # 2 DUE ~ WED, MAR, 21</u></p> <ul style="list-style-type: none"> Reading ~ Leadership Styles
<p><u>WEEK # 11</u></p> <p>M, MAR. 26 * W, MAR. 28 * <u>F, MAR. 30 ~ EASTER HOLIDAY / NO CLASSES</u></p>	<ul style="list-style-type: none"> Leading Self & Others 	<p><u>TEAM PROJECT # 2 REVISIONS DUE ~ WED, MAR, 28</u></p> <ul style="list-style-type: none"> Readings ~ Rainbows & Steel Toes, Balance Drive & Compassion, & Are You The CEO Of Something?
<p><u>WEEK # 12</u></p> <p><u>M, APR. 2 ~ EASTER HOLIDAY / NO CLASSES</u></p> <p>* W, APR. 4 * F, APR. 6</p>	<ul style="list-style-type: none"> Managing Your Career 	<p><u>TEAM PROJECT # 3 EXPECTATIONS ~ FRI, APR. 6</u></p> <ul style="list-style-type: none"> Practice Presentations / Class Feedback ~ 5 Year Plan Presentations / Class Feedback ~ 5 Year Plan
<p><u>WEEK # 13</u></p> <p>M, APR. 9 * W, APR. 11 * F, APR. 13</p>	<ul style="list-style-type: none"> Managing Your Career [Continued] 	<p><u>TEST # 2 REVIEW GUIDE ~ MON, APR. 9</u></p>
<p><u>WEEK # 14</u></p> <p>M, APR. 16 * W, APR. 18 * F, APR. 20</p>	<ul style="list-style-type: none"> Team Negotiations 	<p><u>TEST # 2 ~ MON, APR. 16</u></p> <p>*</p> <p><u>TEAM PROJECT # 3 DUE ~ WED, APR. 18</u></p> <ul style="list-style-type: none"> Negotiation Video Clips Critique

WEEK # 15

M, APR. 23

W, APR. 25

F, APR. 27

- Continuity & Change ~ Self & Others
- Reflections ~ Individual & Team
- Leading & Managing Teams= Competent + Confident + Caring
- **Beyond MGMT. 320...**

REFLECTION PAPER DUE ~ WED, APR, 25

- **Reading** ~ Are You Ready To Move Into Management?
- **Adjourning Activity**~ Lesson's Learned Managing Self & Others
- ***CELEBRATE HARDER!***