

MORS 460 Leading & Managing Teams
Professor Leigh Thompson
Fall, 2007

Instructor:

Dr. Leigh Thompson

Office hours: I am usually in the classroom 30 minutes prior to the start of class, and I am happy to stay after class to talk to you as well. If those times don't work, we can often find another time.

Course Goals & Objectives

This course examines the design, management, and leadership of teams in organizational settings. The focus is on the interpersonal processes and structural characteristics that influence the effectiveness of teams, the dynamics of intra-team relationships, and sharing of knowledge and information in teams. The purpose of this course is to understand the theory and processes of group and team behavior so that leaders can successfully work with teams. Students who take advantage of everything this course has to offer will become comfortable and adept in leading and managing groups and teams.

This course is designed to complement the technical and diagnostic skills learned in the other courses at Kellogg. A basic premise is that the manager needs analytic skills as well as interpersonal skills to effectively manage groups. The course will provide students with the opportunity to develop these skills experientially and to understand team behavior in useful analytical frameworks.

1. *Experiential Learning:* Each week, students will engage in an experiential team challenge pertaining to a key aspect of building, maintaining, and designing teams.
2. *Feedback & Self-Examination:* Each week, the instructor will lead a debrief that involves analyzing students' performance. And, on several occasions, students will receive personalized feedback on various dimensions of teamwork styles and approaches.
3. *Applied Learning:* Each week, the professor will introduce a theory or model and students will be encouraged to apply the model to: (1) the analysis of their own team's performance in class; (2) their consulting project team; (3) their own work teams in real organizational settings.

The following is a partial list of objectives:

1. Motivate and lead people
2. Deal with conflict productively
3. Set the stage for team creativity
4. Help teams make better decisions
5. Evaluate and reward team performance

6. Work in multi-cultural, virtual teams
7. Leverage the team within the organization
8. Evaluate your emotional intelligence & improve your coaching skills
9. Evaluate your leadership style and expand your leadership repertoire

Reading Assignments

The required reading for this course is:

1. Thompson, L. (2008). Making the team: A guide for managers. Upper Saddle River, New Jersey: Prentice Hall. 3rd edition. [also referred to as MTT]
(Please note that the 3rd edition DOES INDEED differ from the 1st & 2nd editions!!)
2. Case packet of readings (available from bookstore). [referred to as CP]
3. We will do one on-line survey of emotional intelligence skills. (*MSCEIT*). You will receive completion instructions and password.
4. You will also complete a leadership style assessment, called the *MSQ*, and you will receive information on this in class.

Grading

There are 3 components of grading:

I. Professionalism (5%): You are expected to conduct yourselves in a professional manner, as in any business setting. Important aspects of professionalism include:

- i. *Appropriate use of laptop computers*. Students are permitted to use their laptops to take notes in class. All of the following will be considered violations: email; making notes/preparing for another class; web-browsing; shopping, etc. This policy will be strictly enforced.
- ii. *Arriving to class on time*.
- iii. *Preparing for class*. (Failing to pick up handouts/cases distributed in class will be duly noted.)
- iv. *Refrain from complaining* or whining about projects, workload, and due dates.
- v. *Engaging in ethical behavior*, which means that you do not ask the professor to make "special exceptions" (i.e., bend the course rules) for you.
- vi. *Respect others' time*: please do not ask questions which are readily answerable via the course syllabus/web site; it is disrespectful of other students' time. Most students have carefully read the syllabus/website and do not want to spend class time reviewing material that they already know. Obviously, if you have a question about something on the syllabus/website, please approach me about it before or after class.

II. Team Consulting Project (45%): In addition to participating in group activities during regular classroom sessions, you will be working in a team with other classmates on a project to be completed outside of class. Your groups will be assigned by the instructor.

The project involves preparing and delivering an intervention plan for a team or group. Your team's task is to provide consulting or training to a non-Kellogg team or group (e.g., soccer team, fraternity or sorority, non-profit leadership group, NU administrative team, local health club management team, business group, etc.). Your team will write a 10-page group report of your team intervention. In addition, you will make a PPT presentation in class (max = 20 slides). Your project might include any of the following options: offering to provide a ½ day of training on group skills to a team or group; facilitating a brainstorming session; interviewing team members and providing a diagnostic summary report; developing and conducting a peer-evaluation of a team or group. The 10-page report (which does not include appendices, etc.) is due MONDAY of finals week. Hard copy only.

You should anticipate spending quite a bit of time with your team. These teams will be self-managing. It will be the responsibility of each team to find a mutually convenient meeting time.

The written assignments are due on the date indicated; assignments turned in after the required date will be reduced by 50% for every day late (see the meeting plan for dates).

- a. *Team contract*: Due: week 3 (Approximate time: 1-2 hours)
- b. *Team Project Roles and Responsibilities*: Due: week 4 (Approximate time: 1 hour)
- c. *Shared Activity*: Due week 5 (approximate time: 2-3 hours)
- d. *Team Project Prospectus*: Due: week 6
- e. *Team Project Presentation*: Due week 9
- f. *Revised team contract*: Due week 10
- g. *Final Team project*. Due: Monday, finals week
- h. *Qualitative Feedback exercise*: Due: Wednesday, finals week

III. Midterm Exam (50%): There will be a closed-book, closed-note exam during week 6 of the quarter that will cover all lecture/PowerPoint, handouts, discussions, and readings. (Under NO circumstances may students take the exam out of class, so please don't ask (see professionalism policy above).

The format of the exam will be short essay.

Sample exam questions will be available. If you understand the concepts in the lecture notes (powerpoints), handouts, and discussions, you should do well on the exam. The exam will be closed book and closed notes. International students may use a dictionary.

MORS 460 Course-wide attendance policy

MORS 460 has an attendance policy that is strictly enforced. You are expected to participate in all team and group exercises and simulations. If you:

- fail to participate in more than one exercise,
- arrive after 5 minutes of the beginning of class,

- are unprepared,
- or are not present to obtain team simulation assignments for the next class...

you will be penalized one letter grade on your final course grade. Participation includes full preparation for exercises. Lack of preparation for an exercise will be treated like an absence for that exercise. If you fail to inform me of your absence in advance of class by 48 hours via written email (preferred) or phone (as second measure), you will lose an additional letter grade.

Each student is allowed to miss one class without penalty, assuming that the instructor has been notified in advance (48 hours). If you will be absent or unprepared for an exercise, you must notify me. Failure to notify doubles the penalty. Thus, if you do not show up for class, and you have not yet used your miss your grade goes from A to B; or B to C, etc.

Medical excuses provided in advance of class (with documentation) and deaths in the immediate family are the only acceptable excuses for missing an exercise, and even in these cases, appropriate prior notification is necessary. No student will be allowed to miss the first class under any conditions.

If you are not in attendance when a role assignment for a case or exercise is distributed, you/your intelligent agent must make your own arrangements to get this material. There is no courier or mailbox service. (See "professionalism.")

Research & Intellectual Capital

Kellogg's Teams and Groups Center (KTAG) has been instrumental in supporting Kellogg's reputation as one of the premier institutions for teamwork. Just as prior Kellogg students have had the opportunity to contribute to your learning by being willing to share their team experiences and outcomes, we are asking you to also contribute to the experiences of future students.

We are systematically compiling aggregated data from 460 course participants. These data will allow you to compare your own behaviors and skills with those of other groups. We will use the aggregated data to further our understanding of how managers work in teams.

Before and after each exercise challenge, we will often ask you to complete confidential questionnaires. Occasionally, you may also be audiotaped and videotaped for research purposes. The information you provide is confidential. If you do not want your responses used for research purposes, please simply inform the instructor.

By participating in new research projects, you contribute to the experiences of future students. In every case, these new exercises will also be designed to maximize both learning value and research potential. We've had a lot of practice satisfying both these criteria in the past.

Week	Date	Team Exercise Advance preparation?	Lecture Topic	Deliverables
1	Thurs, Sept 27	No	Course goals & Learning objectives	<ul style="list-style-type: none"> • Read MTT, ch 1 before coming to class (this can be found on internet) • Read CP: Argyris, <i>“Teaching smart people how to learn”</i> • Submit your preferences concerning your team assignments for this course (download “team member preference” form off “Key Downloads” button and give to me before the end of class)
2	Thurs, Oct 4	Yes, download and read WIS exercise before coming to class	Evaluating teamwork: Performance & productivity	<ul style="list-style-type: none"> • Download and read WIS exercise before coming to class • Read MTT: chapter 2, 4, appendix 3 before coming to class
3	Thurs, Oct 11	No, case will be handed out in class	Team decision making	<ul style="list-style-type: none"> • Submit completed “Team Contract” at beginning of class (instructions posted in KEY DOWNLOADS) • Read MTT: chapter 7 • Read CP: Lovallo and Kahneman, <i>“Delusions of success”</i> • Read CP: Garvin and Roberto, <i>“What you don’t know about making decisions”</i> • Read CP: Bonabeau, <i>“Don’t trust your gut”</i>
4	Thurs, Oct 18	No, case will be handed out in class	Communication & collective intelligence in teams	<ul style="list-style-type: none"> • Submit completed “Roles and Responsibilities” report, beginning of class (instructions posted in KEY DOWNLOADS) • Read MTT: chapters 6 & 10 before coming to class • Read CP: Ancona, Bresman, and Kaefer, <i>“The comparative advantage of X-teams”</i> • Read CP: Eisenhardt, Kahwajy, and Bourgeois, <i>“How management teams can</i>

				<i>have a good fight”</i>
5	Thurs, Oct 25	No, cases will be distributed in class	Team creativity and innovation	<ul style="list-style-type: none"> • Submit completed “Shared Activity” report, beginning of class • Read MTT: chapter 9 before coming to class • Read CP: Amabile, “<i>Motivating creativity in organizations: On doing what you love and loving what you do</i>” • Read CP: Hargadon and Sutton, “<i>Building an innovation factory</i>” • Read CP: The power of design, <i>BusinessWeek</i>
6	Thurs, Nov 1		Mid-term exam in class	<ul style="list-style-type: none"> • In-class mid-term examination (approximately 90 minutes) • Submit your completed “Project Prospectus” at the beginning of class (instructions and examples are posted in KEY DOWNLOADS) • Option to meet with prof to discuss your local team project after midterm (prepare questions to ask)
7	Thurs, Nov 8	No, case will be distributed in class	Teaming across culture and distance	<ul style="list-style-type: none"> • Read MTT: Chapter 12, 13 before coming to class • Read CP: Earley & Mosakowski, “<i>Cultural Intelligence</i>”
8	Thurs, Nov 15	Yes, complete MSQ before coming to class	Team leadership styles	<ul style="list-style-type: none"> • Complete MSQ before coming to class • Complete the MSCEIT as well to get your results on time (you will get an email from me with userID + password) • Read MTT: Chapter 11, • Read CP: Farson & Keyes (2002) “<i>The failure-tolerant leader</i>” • Read CP: Goleman (2000), “<i>Leadership that gets results</i>”

9	Thurs, Nov 29	Yes, come prepared with hard copy of your PPT presentation for all students	Team process consultation & project presentation	<ul style="list-style-type: none"> • Submit your PPT copy of your “Team Presentation” (During this meeting of the class, local teams will share and present the projects they have worked for their team consulting project) • The task of the “observing” team will be to constructively criticize and help the target team • Read CP: Hirschhorn, “<i>Taking the learner role</i>” • Read CP: Schein, “<i>A general philosophy of helping</i>” • Read CP: Argyris, “<i>Skilled incompetence</i>”
10	Thus, Dec 6	Yes, download and read “coaching exercise” before coming to class	Emotional intelligence & coaching	<ul style="list-style-type: none"> • We will discuss the MSCEIT tonight • Submit completed “Revised team contract” exercise at beginning of class • Download, read, and prepare for “Coaching Exercise” before coming to class (see KEY DOWNLOADS) • Read MTT: Chapters 5, 9 and appendix 1 before coming to class • Read CP: Druskatt & Wolff, “<i>Building the emotional intelligence of groups</i>” • Read CP: Mayer, Salovey & Caruso, “<i>Emotional intelligence</i>”
11	Finals Week			<ul style="list-style-type: none"> • MONDAY: Team projects are due • WEDNESDAY: Qualitative Feedback exercise report is due