Department of Management and Marketing

Title of Course: Improving Team Performance

I. Catalog Description and Credit Hours of Course:

The course will investigate team performance and the skills and techniques required to improve team performance. (3 credit hours)

II. Prerequisite(s):

MG301 with a minimum grade of “C.”

III. Purposes or Objectives of the Course:

Upon completion of this course the student will be able to:

A. demonstrate an understanding of the activities, attitudes, and processes which contribute to improved team performance.

B. demonstrate an understanding of the weaknesses and omissions which may hinder team performance and of the tools to overcome those weaknesses and omissions.

C. diagnose team behavior and create action plans to improve team performance based on their diagnosis.

D. develop the skills necessary to properly supervise team performance.

E. motivate team members to efficient and effective performance.

F. utilize the skills necessary to establish and develop team performance.

IV. Student Learning Outcomes:

Upon completion of this course the students will be able to:

A. identify and distinguish between sources of team norms.

B. identify and distinguish between the stages of development and the activities and attributes of each stage.

C. identify the proper balance between conformity and dissent in teams to maximize team performance.

V. Expectations of Students:

A. To participate in all class activities, including class activities and discussions based on experiential projects and exercises

B. To perform as a member of a team to prepare multiple team projects specifically elaborating upon topics covered in the course

C. To complete class assignments including exams, papers & quizzes testing knowledge of class material.
Additional Expectations of Graduate Students

A. To lead one of the undergraduate teams in action (team projects indicated above), to prepare a written evaluation of the team which includes a report on the functioning of the team and suggestions for the team’s improvement

B. To evaluate the team projects of all teams in the class and provide feedback to the other teams on their strengths and areas for improvement based on their team projects

VI. Course Content or Outline:

A. Introduction to Groups and Teams
   1. Definition of groups and teams
   2. Types of teams
   3. Benefits of teams and groups
   4. Teams as groups
   5. Groups defined
   6. Purpose of groups
   7. Why people join groups
   8. Advantages and disadvantages of groups

B. Team Characteristics
   1. Norms and roles in teams
   2. Team development stages
   3. Team composition
   4. Team diversity
   5. Status and power in teams
   6. The role of team leader
   7. Team competencies

C. Team Processes and Team Performance
   1. Communication in teams
   2. Conformity & dissent in teams
   3. Conflict in teams
      a. reducing destructive conflict
      b. creating norms for productive conflict and disagreement
      c. processes for productive disagreement
      d. advantages of productive disagreement in teams
   4. Team productivity
   5. Team decision making
   6. Team change

D. The Team in Context
   1. Team context
   2. Alternative team structures
   3. Overview of team performance

* The hours to be expended on each topic area have purposely been left elastic so that the course can be adjusted to the specific requirements of the student members of the class. Topics may occur in carrying order from that listed above.
VII. Textbook(s) and/or Other Required Materials or Equipment:


VIII. Basis For Student Evaluation:

A. Examinations

B. In-Class Team Activities

C. Team Project and Team Paper

D. Individual Homework Assignments

E. In-Class Quizzes

Graduate Students – Additional Criteria

A. Written evaluation of team’s performance and personal leadership performance with observations and recommendations for team improvement

B. All individual writing assignments in greater length and detail and showing greater understanding of course material than undergraduate assignments.