הפקולטה לניהול
ע"יש קולר
אוניברסיטת תל אביב

**Coller School
of Management**
Tel Aviv University

The Leon Recanati Graduate School of Business Administration

1243.3015.01 – Management of Teams

(Prerequisites: Organizational Behavior for Business Administration**)**

First Semester – 2018/19

Section	Day	Hour	Exam date	Lecturer	Email	Telephone
01	Wednesday	15:45-18:30 **(First half)**	As posted on the list of exams	Dr. Ofira Shraga	ofirashraga@gmail.com	0525425875

Teaching Assistant (TA): TBD

Office Hours: By appointment.

Course Units

1 course unit = 4 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

Course Description

Whether structured into the organizational makeup or temporarily established around specific projects, teams are a critical competency of organizations. They are considered an effective performance unit and expected to efficiently cope with the fast changes and demands of today's corporate environment. However, deriving the full benefits from teamwork requires correct management of team processes and dynamics. This course focuses on selected issues in team development and internal processes, as well as management skills needed to effectively lead teams.

Course Objectives

Upon completion of the course, the student will be able to:
1. Diagnose the dynamics of teams.
2. Manage and reduce the likelihood of processes which harm teams' success (teams' dysfunctions).
3. Identify and understand his/her own patterns of communication, managerial style, and the various roles he/she performs as a team member.
4. Function as a more productive team member and/or leader, based on the learning of new skills, feedback from peers, and in-class practice.
5. Understand the complexity of global teams, and manage them more effectively.

Evaluation of Student and Composition of Grade

Percentage	Assignment	Date	Comments
7%	Attendance and participation	On going	If you miss more than 2 classes, you will not be allowed to take the exam or finish the course
23%	Team case analysis	TBD	Details will be given in the beginning of the semester.
70%	Exam	TBD	

* According to University regulations, participation in all classes of a course is mandatory (Article 5).
* Students who absent themselves from classes or do not actively participate in class may be removed from the course at the discretion of the lecturer. (Students remain financially liable for the course even if they are removed.)

Course Assignments

Details of the assignments will be given in the beginning of the semester.

Grading Policy

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Accordingly, this policy will be applied to this course's final grades.
Additional information regarding this policy can be found on the Faculty website.

Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey to evaluate the instructor and the course, to provide feedback for the benefit of the students, the teachers and the university.

Course Site (Moodle)

The course site will be the primary tool to communicate messages and material to students. You should check the course site regularly for information on classes, assignments and exams, at the end of the course as well.
Course material will be available on the course site.
Please note that topics that are not covered in the course material but are discussed in class are considered integral to the course and may be tested in examinations.

Course Outline*

Week	Date	Topic(s)	Required Reading	Submit today	Comments
1		Teams' internal dynamics: Stages of team development, team roles	Katzenbach & Smith, ch. 3; Maier (1999) ; Wheelan, 81-97	None	See bellow a list of recommended readings for all classes
2		Dysfunctional Team Dynamics	Slocum & Helriegel, Ch. 8 (221-234); Thompson, 30-38, ch. 7 (157-165, 170-172)	1. Fill out the *Behavioral Profile* **(no need to hand in)** 2. The Abilene Paradox assignment **(no need to hand in)**	
3		Participative vs. autocratic team leadership; Decision making in teams	Thompson, 310-313	Response to Vroom cases **(no need to hand in)**	**Bring the cases with you to class**
4		Team discussions: Rational problem solving model	Whetten & Cameron, ch. 3 (178-183); Schein, ch. 8, (152-157, 162-166);	Read *The Clinic* case	
5		Managing conflicts in teams; An open discussion	Slocum& Helriegel, ch. 9 (254-258); Thompson, ch. 8 (184-189)	2. Conflict Management Style self-assessment **(no need to hand in)**	
6		Communication in teams; Effective feedback	Gibb, 2008; Daft, ch. 9 (273-276)	None	
7		Global teams: Virtual and cross cultural		Submission of first part of team paper.	**Second submission of team paper is due on …**

*Subject to change

Required Reading

Daft, R. (2011). *The leadership experience* (5th ed.). U.S.A, OH: South-Western Cengage Learning, Mason. Selected pages.

Gibb J. R. (2008). Defensive Communication. In C.D. Mortensen (Ed.). *Communication Theory* (2nd ed.). Piscataway, NJ, U.S: Transaction Publishers (pp. 201-208).

Katzenbach, J.R. & Smith, D.K. (1999). *The wisdom of teams*, NY: Harper Collins. Selected pages.

Maier, N.R.F. (1999). *Assets and liabilities in group problem solving: The need for an integrative* function. Group Facilitation. Winter (1), 45-51.

Schein, E. (1999). *Process consultation revisited*. Reading, MA: Addison Wesley. Selected pages.

Slocum, J.W. Jr, & Hellriegel, D (2007). *Fundamentals of Organizational behavior*. Mason, OH: Thomson South-Western. Selected pages.

Thompson, L.L.(2008). *Making the team: A guide for managers* (3rd edition). NJ: Pearson Prentice Hall. Selected pages.

Wheelan, S.A. (2010). *Creating effective teams*: *A guide for members and leaders*. CA: Sage Publications. Selected pages.

Whetten, D.A. & Cameron, K.S. (2007). *Developing management skills*. NJ:Pearson Prentice Hill. Selected pages.

Recommended Reading

Class 1:

Katzenbach, J.R. & Smith, D.K. (1999). *The wisdom of teams*, NY: Harper Collins (Ch. 1 & 5).

Lumsden, G., Lumsden, D., & Wiethoff, C. (2010). *Communicating in groups and teams: Sharing leadership*. Boston, MA: Wadsworth (pp. 301-310).

Wheelan, S.A. (2010). *Creating effective teams*: *A guide for members and leaders*. CA: Sage Publications (pp. 99-133).

Class 4:

Slocum, J.W. Jr, & Hellriegel, D (2007). *Fundamentals of Organizational behavior*. Mason, OH: Thomson South-Western (Ch. 8, pp. 235-239).

Class 5:

Gibson, C.B., & Cohen, S.G. (2003). *Virtual teams that work: creating conditions for virtual team effectiveness.* CA, San Francisco: Jossey – Bass (pp. 335-352).

Class 6:

Rothwell, J.D. (2009). *In mixed company: Communicating in small groups and teams* (7th ed). Boston, MA: Wadsworth (pp. 120-132).

Schein, E. (1999). *Process consultation revisited*. Reading, MA: Addison Wesley (Ch. 7, pp. 130-141).

Class 7:

Gibson, C.B., & Cohen, S.G. (2003). *Virtual teams that work: creating conditions for virtual team effectiveness.* CA, San Francisco: Jossey – Bass (pp. 21-36, 403-421).

Moodian, M.A. (2009*). Contemporary leadership and intercultural competence: Exploring the cross cultural dynamics within organizations.* CA: Sage Publications (pp. 95-106, 145-157, 233-237).