Course Title: **Workshop on Team Management (Selected topics in Organizational Behavior)**

Course Number: **099765**  
Number of credit points: **2**  
Mini-Semester: **of the Academic Year: 2019**  

**Times:**  
- 24.05.2019 09:00-13:00  
- 31.05.2019 09:00-13:00  
- 13.06.2019 09:00-13:00  
- 20.06.2019 14:00-18:00  
- 21.06.2019 09:00-13:00  
- 28.06.2019 09:00-13:00  
- 05.07.2019 09:00-13:00  

(*) Please note the specific time and dates of the course:  
No class on Friday June 06, 2019  
2 consecutive classes: Thursday June 20 and Friday June 21, 2019.

**Course Instructor:** Ms. Shelly Lev  
E–mail: levshelly@bezeqint.net  
Telephone: 04-829-2016  
Meeting time for students: By appointment

**Teaching Assistant:** Rita Kravets  
E–mail: rita1kravets@gmail.com  
Telephone:  
Meeting time for students: By appointment
Syllabus:

COURSE BACKGROUND:
Groups and teams exist in every organizational, social and educational system. In this course we will learn how to effectively manage teams by understanding team processes and factors that influence team performance. We will learn about team characteristics (e.g., team composition and diversity) and team processes (e.g., team development, coordination, competition, communication, decision making processes, power and social influence) that affect team outcomes (e.g., collaboration, productivity, creativity). We will also discuss aspects related to managing cross-functional, cross-cultural, and virtual teams. The class will cover theory and research on teams, and include lectures, discussions, class exercises, videos, and case studies.

Course Objectives:
Group management cannot occur without a profound understanding of team structure, dynamics and outcomes. The course attempts to make the students aware of group dynamics in organizations, and to provide them with new understandings and tools that enable effective team management.

Course Content & Scope:
The course will introduce central theories of group behavior and management. We will discuss the key variables that each theory identifies and the implications it holds for practicing managers. Topics to be covered include group composition, group processes and outcomes, leadership and management. We will also discuss team development processes and possible team outcomes.

Learning Outcomes:
At the end of the course the student will know to:
1. Identify and understand needs, characteristics and work processes of different types of teams.
2. Understand vital components in decision making processes and their implementation.
3. Understand and implement different types of team management.
4. Identify and understand communication patterns and conflicts in teams, and learn to implement adequate solutions.
5. Understand the complexity of global teams and effective ways of managing them.
6. Deepen the awareness of the student’s personal behavior as a team member/manager, and its consequences.

Teaching Methods:
Classes will include presentations by the professor, class discussions, small case analysis, class exercises, short videos and may include guest speakers. Class materials will be posted online and it is students’ responsibility to obtain and review these materials.
**Teaching Materials:**

- Course slides
- Reading materials (available online)
- Final assignments to be submitted no later than 05.08.2019 (by midnight).
- Personal reflection to be submitted no later than 12.08.2019 (by midnight)
- The reading materials that will be discussed in class are listed below.
Student Assessment:

Part (1): Class participation: Attendance in all class sessions, preparation for class and participation in class discussions, exercises and on-line surveys - 10% of the grade.

Part (2): Facilitating a team exercise (in teams) – 30% of grade.
- The purpose of this activity is to enable you to discuss team related topics that you face at work. On the last class (7) each team will facilitate a short activity that deals and demonstrates team management and team work dilemmas.
- These dilemmas should be based on questions and issues that you face at work and be relevant mainly to 1-2 specific class topics (a list of the relevant topics will be provided in the beginning of the course). The topics require preliminary approval from the course instructor/TA.
- The activity can include a team exercise, a video, popular press article etc.

Part (3): Group Analysis Project (in couples) - 50% of grade
The purpose of this project is to take some of the concepts and theories from the workshop and apply them to an actual team management reality (which could not be your own team at work).
The project includes: interview with a selected manager, description and analysis of the team characteristics (e.g., composition, diversity, tasks, roles,) processes (e.g., coordination, specification, conflict, and competition) and outcomes (e.g., collaboration, productivity, quality...). In addition, you will need to identify three main challenges that the team faces (e.g., motivation problem, turnover, meeting its goals, communication...) and suggest possible recommendations for improving team performance and efficeneness, based on the course’s materials and discussions.
- The project should be about 5-6 pages long (Excluding the interview transcript, which will be submitted as appendix) and can be submitted in Hebrew or English. The project should be submitted in soft copy (Moodle only – not by email)
- The project should refer to, at least, 2 relevant reading materials from the bibliography
- A more detailed version of the assignment will be posted on Moodle and discussed in class.

Part (4): Personal Reflection (individual)- 10% of grade
- The purpose of the reflection is to allow each student to reflect and analyze his/her personal experience in the workshop, while relying on the course materials and applying them. Also, it allows the students to address personal learnings from the course, looking forward to their current and future team work and team management.
- The reflection should be about 1-2 pages long. It can be submitted in Hebrew or in English. The reflection should be submitted in soft copy on Moodle only.
## Course Plan

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
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</thead>
<tbody>
<tr>
<td>28.12.2018</td>
<td>• What is a team?</td>
<td>Thompson Ch. 1</td>
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<td></td>
<td>• Different types of teams</td>
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<td>• What makes an effective team?</td>
<td>Belbin Ch. 3</td>
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<td></td>
<td>• Challenges in teamwork</td>
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<td>• Formal and informal roles in teams</td>
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<td>04.01.2019</td>
<td>• Building the team</td>
<td>Colquitt et al. Ch. 10</td>
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<td>• Diversity in teams: opportunities and challenges</td>
<td>Jobidon</td>
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<td>• Leader-member relationship</td>
<td>Hu &amp; Liden</td>
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<td>• Decision making processes</td>
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<td>11.01.2019</td>
<td>The leader and the team:</td>
<td>Herdman et al.</td>
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<td></td>
<td>• Different types of team management</td>
<td>Colquitt et al. Ch. 12</td>
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<td></td>
<td>• The Lean/Agile/SCRUM concept and teams</td>
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<tr>
<td>18.01.2019</td>
<td>The leader and the team:</td>
<td><strong>Guest Lecture- Participation mandatory</strong></td>
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<td></td>
<td>• Different types of team management</td>
<td>Thompson Ch. 1, Ch. 11</td>
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<td></td>
<td>• The Lean/Agile/SCRUM concept and teams</td>
<td>Brede Moe et al.</td>
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<td>• The Lean/Agile/SCRUM concept and teams</td>
<td>Doh &amp; Quigley</td>
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<td></td>
<td>• The Lean/Agile/SCRUM concept and teams</td>
<td>Inamizu et al.</td>
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<td>• The Lean/Agile/SCRUM concept and teams</td>
<td>Vijaya</td>
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<td>25.01.2019</td>
<td>• Communication</td>
<td>Thompson Ch. 8</td>
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<td>• Feedback</td>
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<td>• Collaboration</td>
<td>Prause &amp; Mujataba</td>
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<td>• Conflict management</td>
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<td>01.02.2019</td>
<td>• Synergy in teams</td>
<td>Lewis &amp; Herndon</td>
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<td>• Learning in teams</td>
<td>Lehmann- Willenbrock</td>
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<td>• Transactive Memory System (TMS)</td>
<td>Erez et al.</td>
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<td>• Teams in global organizations</td>
<td>Hajro et al.</td>
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<td>• Leadership, creativity and innovation in teams</td>
<td>Thompson Ch. 13</td>
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<td>• Teams in global organizations</td>
<td>Webster &amp; Wong</td>
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<td>• Leadership, creativity and innovation in teams</td>
<td>Jiang &amp; Chen</td>
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<td>• Teams in global organizations</td>
<td>Zhu et al.</td>
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<td>08.02.2019</td>
<td>Class project</td>
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(*) the course plan could be subject to changes
Bibliography (available on class website)

Books


(*) References may be updated once newer book version will arrive

Articles


