



**Technion - Israel Institute of Technology**  
The William M. Davidson Faculty of Industrial Engineering and Management

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**Course Title:** Team Management (Virtual workshop\*)

**Course Number:** 099765

**Number of credit points:** 2

**Mini-Semester:** of the **Academic Year:** 2021

**Times:**

01.01.2021	09:00-12:30
08.01.2021	09:00-12:30
15.01.2021	09:00-12:30
22.01.2021	09:00-12:30
29.01.2021	09:00-12:30
05.02.2021	09:00-12:30
12.02.2021	09:00-12:30

(\* ) The course will aim at conducting a virtual workshop as much as the remote learning circumstances allow

**Course Instructor:** Ms. Shelly Lev

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Meeting time for students: By appointment

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Telephone:

Meeting time for students: By appointment



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### 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).

Recently, on top of global organizational circumstances, dealing with the unique situation of COVID19, we will also discuss aspects related to managing dispersed teams when working from home, virtual team management, as well as cross-functional and cross-cultural teams. The class will cover theory and research on teams, and will include lectures, discussions, class exercises (as much as the virtual learning allows), 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 team 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 virtual team 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 and dispersed (virtual/working from home/across geographies) 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



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### **Teaching Methods:**

Classes will include presentations by the professor, class discussions, small case analysis, class exercises (as much as the virtual learning allows), short videos and may include guest speakers.

Class materials will be posted online and it is the students' responsibility to obtain and review these materials.

### **Teaching Materials:**

- Course slides
- Reading materials (available online)
- Final assignments to be submitted until March 07 2021 (by midnight).
- Critical thinking and personal reflections to be submitted no later than February 21 2021 (by midnight)
- The reading materials that will be discussed in class are listed below.



### **Student Assessment:**

(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.

(2) **Facilitating a team exercise (in teams) – 50% of grade.**

The purpose of this activity is to enable you to discuss team related topics that you face at work.

Between classes 4-7 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 specific class topics (a list of the relevant topics will be provided at 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.

(3) **Interview a team manager and team analysis (in couples) - 30% of grade**

The purpose of this assignment is to take some of the concepts and theories from the workshop and apply them to an actual team management reality.

Specifically, we would like you to address the COVID19 unique circumstances: managing a team that works under the pandemic circumstances, from home under close down etc.

The assignment 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 effectiveness, based on the course's materials and discussions.

- The assignment should be about 5-6 pages long (Excluding the interview transcript which will be submitted as appendix, or recording,) and can be submitted in Hebrew or English.
- The assignment should be submitted in soft copy (Moodle only – not by email)
- The assignment should refer to, at least, 1 relevant reading materials from the bibliography
- A more detailed version of the assignment will be posted on Moodle and discussed in class.

(4) **Critical Thinking and Personal Reflection** (individual)- 10% of grade

- The purpose of the critical thinking and 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.
- The reflection should be about 1 page long. It can be submitted in Hebrew or in English. The reflection should be submitted in soft copy on Moodle only.



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### Course Plan

Date	Topic	Readings
01.01.2021	<ul style="list-style-type: none"><li>• What is a team?</li><li>• Different types of teams</li><li>• High Performance teams</li><li>• Challenges in teamwork</li><li>• Formal and informal roles in teams</li><li>• Transactive Memory System (TMS)</li></ul>	Thompson Ch.1  Belbin Ch. 3  Devaraj & Jiang  Lewis & Herndon
08.01.2021	<ul style="list-style-type: none"><li>• Building the team</li><li>• Diversity in teams: opportunities and challenges</li><li>• Team identity -multiple teams</li></ul>	Colquitt et al. Ch. 10  Jobidon Hu & Liden Rapp & Mathieu Crawford et al.
15.01.2021	<ul style="list-style-type: none"><li>• Dispersed teams</li><li>• Work from home</li><li>• Virtual teams</li><li>• Managerial routines</li></ul>	Eisenberg et al. van der Lippe & Lippényi Panteli et al. Nakrošienė et al.
22.01.2021	<ul style="list-style-type: none"><li>• Students' presentations</li><li>• Different types of team management</li><li>• Leader-Member Exchange</li></ul>	Thompson Ch. 1, Ch. 11  Herdman et al.
29.01.2021	<ul style="list-style-type: none"><li>• Students' presentations</li><li>• Communication</li><li>• Feedback</li><li>• Collaboration</li><li>• Conflict management</li></ul>	Thompson Ch. 8  Prause & Mujataba
05.02.2021	<ul style="list-style-type: none"><li>• Students' presentations</li><li>• Synergy in teams</li><li>• Learning in teams</li></ul>	Lehmann- Willenbrock Erez et al.
12.02.2021	<ul style="list-style-type: none"><li>• Students' presentations</li><li>• Teams in global organizations</li><li>• Leadership, creativity and innovation in teams</li></ul>	Hajro et al. Thompson Ch. 13 Webster & Wong Jiang & Chen Zhu et al. Lee & Farh

(\* ) the course plan could be subject to changes



**Bibliography (available on class website)**

**Books**

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**Colquitt, J.A., Lepine, J.A., Wesson, M.J. & Gellatly, I.R. (2013).** Organizational Behavior: Improving Performance and Commitment in the Workplace (2<sup>nd</sup> Ed.): McGraw -Hill Ryerson Ltd., Whitby, ON

**Thompson, Leigh L. (2015)** Making the Team: A Guide for Managers (5<sup>th</sup> Ed.): Pearson Education Inc., Upper Saddle River, N.J

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

**Articles**

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