

UC-Davis GSM
MGT 267-001
Managing Teams and Projects (Fall 2022)

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Office Hours: Monday, 4-5 & by appointment
Class: Monday, 1-4 PM

Course Description

Organizations have increased their use of teams to enhance effectiveness, increase creativity and innovation, increase productivity, and to gain a competitive advantage. While teams offer great potential to meet these objectives, they also face challenges that hinder it from becoming a high performing team. These teams may experience conflict, poor communication, low trust or other barriers that contribute to poor team effectiveness. Many teams are project teams. Teams are often formed to develop or implement projects. This course includes an introduction to project teams, the basics of project management, and a means to assess team project risk (diamond model) to better plan team projects.

The course includes two online simulations, to illustrate and demonstrate team concepts.

Course Readings

Purchase the HBS course packet from the following link:
<https://hbsp.harvard.edu/import/974500>

Some readings will be posted to Canvas (as noted in the readings). Some HBSP readings are available free through the library (see links on syllabus).

Purchase the simulations from HBS from this link:
<https://hbsp.harvard.edu/import/974609>

Faculty Contact Information

If you have any questions about the course, the readings, or assignments, please do not hesitate to contact me by email (sflatt@ucdavis.edu) to arrange a time to meet by Zoom or phone.

Course Format

The course consists of a combination of lecture, discussion, experiential team exercises (when possible), and in-class team simulation(s). Therefore, it is critical that the readings are completed prior to class to ensure lively discussions and preparedness for group exercises. Zoom meeting link will be posted to Canvas (Announcements). The syllabus, assignments,

selected class material, and ppt slides will be available on Canvas (Note: ppt slides will be posted to Canvas within one hour before class.)

Class Requirements

1. Active participation in class discussions and group exercises, where your response reflects an application of readings, insights from your personal experience, critical thinking, and/or analytical thinking in your contributions.
2. Assignments must be completed **on time**. Late assignments require prior approval or will automatically receive point deductions for each day it is late.
3. Class attendance is expected. Zoom classes can be exhausting. However, if you need to miss a class please contact me as soon as possible since your absence could impact your participation grade as well as your team's activity for a session. Missing class on the day of a scheduled simulation will result in an automatic 20 point deduction since you will not be able to write a reflection paper on the simulation. If an emergency arises on the day of a scheduled simulation, contact me to complete an alternative assignment.

Course Objectives

1. Analyze team design (i.e., team composition, roles, and communication systems) for appropriateness.
2. Assess and enhance team effectiveness.
3. Evaluate team conflict and implement possible resolutions.
4. Analyze the complexities of virtual and global team dynamics.
5. Examine team trust and psychological safety.
6. Develop skills to implement a high performing team.
7. Apply basic project management and project risk skills (diamond model) to projects.

Course Evaluation

Case Analysis 1 (team)	20%	40 points	Team
Case Analysis 2 (team)	20%	40 points	
Team Charter	5%	10	
Class Participation (10% in class; 5% team peer assessment)	15%	30 points	Individual
Individual Assignment 1	10%	20 points	
Individual Assignment 2 (Patient Zero)	15%	30 points	
Individual Assignment 3 (Project Management)	15%	30 points	
Total	100%	200 points	

Team Assignments:

All team members will receive the same score for each of the two team case assignments.

Team Case Analyses: 2

There are two written case assignments that will require you to apply concepts in your analysis of the case. The guide for this case analysis will be posted to Canvas (approximately 6-8 pages).

Individual Assignments: 3

There will be three individual assignments: Assignment 1 (1 page) will be about the first case (The Army Crew Team.) Everyone will participate in two HBS simulations that illustrate different concepts. The two simulations areas: Project Management and Patient Zero (Zombie pandemic). A 1 to 1.5 pages, single-spaced, individual reflection paper is required for each simulation. These reflection papers require application of course concepts (readings) to receive full credit. Assignments 2 and 3 may include concepts from prior weeks as well. Guides for each these assignments will be posted to Canvas.

Class Participation

Participation is an integral component to learning since each of your experiences expands the learning for all in the class. The value of your participation is in the quality of your contributions that stimulate discussion or offer insights to concepts; and this outweighs the frequency of your participation. Do not be surprised if you are called upon without volunteering to do so. Ten percent will reflect in class participation in class discussions; and 5% will reflect your team peer assessment. Attendance is important and will be taken at each session; this will be factored into your participation grade. Note: Participation may be intimidating. Please contact me (sflatt@ucdavis.edu) if you would like support in participating. Additionally, in order to hear from a wide spectrum of students, I may not be able to allow everyone that raises their hand to comment or answer a question. Depending on the session and time available, I may limit the number of responses and skip those who have already spoken to allow others to speak.

Grading:

Final letter grades will be assigned according to the following percentages:

A	93+	C+	77-70	D-	60-62
A-	90-92	C	73-76	F	< 59.9
B+	87-89	C-	70-72		
B	83-86	D+	67-69		
B-	80-82	D	63-66		

UC-Davis: Rights and Responsibilities

All participants in the course, instructor and students, are expected to follow the UC Davis [Principles of Community](#), which includes affirmation of the right of [freedom of expression](#), and rejection of discrimination. The right to express points-of-view without fear of retaliation or censorship is a cornerstone of academic freedom. A diversity of opinions with respectful disagreement and informed debate enriches learning. However, in this course, any expression or disagreement should adhere to the obligations we have toward each other to build and maintain a climate of mutual respect and caring.

You are expected to take UC Davis's [Code of Academic Conduct](#) (<http://sja.ucdavis.edu/files/cac.pdf>) as seriously as we do. You were given this code of conduct with explicit explanations of violations (e.g. plagiarism, cheating, unauthorized collaboration, etc.) and your responsibilities in regard to them during orientation, and you signed a statement affirming that you understand it. Academic conduct violations will not be tolerated, and your instructor will not hesitate to turn violators over to Student Judicial Affairs. If you are uncertain about what constitutes an academic conduct violation, please refer to the code above, contact your instructor, or refer to the [Office of Student Judicial Affairs](#).

All material in the course that is not otherwise subject to copyright is the copyright of the course instructor and should be considered the instructor's intellectual property.

Statement on Accommodations

UC Davis is committed to educational equity in the academic setting, and in serving a diverse student body. All students who are interested in learning about how disabilities are accommodated can visit the [Student Disability Center](#) (SDC). If you are a student who requires academic accommodations, please contact the SDC directly at sdcs@ucdavis.edu or 530-752-3184. If you receive an SDC Letter of Accommodation, submit it to your instructor for each course as soon as possible, at least within the first two weeks of a course.

Safety and Emergency Preparedness

UC Davis has many resources to help in case of emergency or crisis. While reviewing campus [Emergency Information](#), you may want to register for UC Davis Warn Me and Aggie Alert, which will give you timely information and instructions about emergencies and situations on campus that affect your safety.

If there is an emergency in the classroom or in non-Davis locations, follow the instructions of your instructor.

Disclaimer

Unexpected events might require elements of this syllabus to change. I will keep you informed of any changes.

Class Schedule**

Session	Date	Topic	Readings, Class Actions, Assignments Due
1	9/26/22	-Introduction to Course -Introduction to Teams	1) Introduction to Course 2) Canvas: What Google Learned from its Quest to Build the Perfect Team (Duhigg, NYT, 2-25-16) 3) HBS: Spotlight on the New Science of Team Chemistry (Vickberg & Chirstfort) 4) Class introductions based on 'Team Chemistry' article (#3 above)
2	10/3/22	-Teams: Concepts & Overview -Team Charter	1) HBS: Organizational Behavior Reading: Leading Teams (Bernstein) [Core Curriculum] 2) Team charter: https://www.coreimpactcoaching.com/how-to-engage-your-team-the-importance-of-a-team-charter/ 3) Create Teams for Team Case Analyses and Team Charter (submit at end of class)
3	10/10/22	-Team Effectiveness	1) Review Bernstein (session 2, section on team effectiveness) 1) HBS: You Can't Make a Team be Great (Hackman) 2) HBS: The Secrets of Great Teamwork (Haas and Mortensen): Library: https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=115490493&site=ehost-live 3) HBS: Building the Emotional Intelligence of Groups (Druskat & Wolff): Library: [Search for "AN 4147417"] https://search.ebscohost.com/login.aspx?direct=true&db=bth&jid=HBR&site=ehost-live 4) HBS CASE: The Army Crew Team Individual Assignment 1*: One page analysis on case and readings; DUE: 6 pm on 10/6/22
4	10/17/22	-Team Trust and Teaming -Virtual Teams	1) HBS: Teamwork on the Fly (Edmondson); Library: [Search for "AN 73561709"] https://search.ebscohost.com/login.aspx?direct=true&db=bth&jid=HBR&site=ehost-live 2) Canvas: Excerpt(s) Amy Edmondson (on 'teaming' and 'psychological safety') 3) HBS: Creating and Sustaining Trust in Virtual Teams (Greenberg, Greenber & Antonucci); Library: https://www.sciencedirect.com/science/article/pii/S0007681307000304 5) HBS CASE: Teaming at Disney Animation

5	10/24/22	-Team Decision Making -Managing Team Conflict	<p>1) HBS: What You Don't Know about Making Decisions (Garvin & Roberto); Library: [Search for "AN 5134704"] https://search.ebscohost.com/login.aspx?direct=true&db=bth&jid=HBR&site=ehost-live</p> <p>2) HBS: How Management Teams Can Have a Good Fight (Eisenhardt, Kahwajy, and Bourgeois III; Library: [Search for "AN 9706292947"] https://search.ebscohost.com/login.aspx?direct=true&db=bth&jid=HBR&site=ehost-live</p> <p>3) HBS: Too Hot to Handle? How to Manage Relationship Conflict (Edmondson and Smith); Library: https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=23160351&site=ehost-live</p> <p>4) HBS CASE: Henry Tam and the MGI Team DUE 10/17/22 (Monday): Team HBS CASE 1 Analysis: Henry Tam and the MGI Team*</p>	
6	10/31/22	-HBS Simulation	<p>HBS Simulation: Patient Zero (Zombie pandemic) +Debrief of simulation [See page 1 for HBS link.]</p>	
7	11/7/22	-Distributed Teams: X-Teams, Global Teams	<p>1) Canvas: The Comparative Advantage of X-Teams (Ancona, Bresman & Kaeufer) 2) Canvas: X-Teams chs. 3-6 (<i>optional/reference</i>) 3) HBS: Leading Global Teams: Managing SPLIT to Bridge Social Distance 4) HBS CASE: Managing a Global Team: James at Sun Microsystems, Inc. 5) Shenhar and Dvir, chs. 1-3 DUE: Individual Assignment 2*: Reflection Paper on Patient Zero Simulation (includes readings from session 5)</p>	
8	11/14/22	-Project Teams -Basics of Project Management	<p>1) HBS: High Performing Project Teams (Anantatmula) 2) Canvas: Readings on Project Management (2 chapters) 3) HBS: Planning the Project (ch. 1) (Worsley and Worsley) 4) HBS CASE: Sydney Opera House: Creating a Masterpiece</p>	
9	11/21/22	-HBS Simulation -Introduction to Diamond Model	<p>-HBS: Project Management Simulation: Scope, Resources, Scheduling [See page 1 for HBS link.] -Simulation de-brief 5) Shenhar and Dvir, chs. 1-3</p>	

10	11/28/22	-Reinventing Project Management: Novelty & Technology, Complexity, and Pace	1) Shenhar and Dvir, chs. 4-7, 10 2) Team Case Analysis on: HBS CASE: The Jaguar Project DUE: Individual Assignment 3*: Simulation Reflection and material on managing projects, project management.	
	12/5/22 (midnight)		DUE: Team Case 2*: HBS CASE: Sydney Opera House: Creating a Masterpiece (from session 8).	

*All assignments will be posted to Canvas.

**I reserve the right to adjust this Course Schedule to best suit course objectives.