

## **GBUS 871 – Group Dynamics in Organizations**

**SUMMER 2024**

---

### **INSTRUCTOR DETAILS:**

Name: [REDACTED]  
Phone: [REDACTED]  
Email: [REDACTED]

Office Location: Remote  
Office Hours: By appointment

### **CLASS DETAILS:**

Class Dates: Mondays & Wednesdays, July 2 to August 15 (no class August 5)

Class Times: 7:00PM – 9:45PM

Class Location: [REDACTED]  
[REDACTED]

### **LAND ACKNOWLEDGEMENT**

The University of Regina is situated on Treaty 4 lands with a presence in Treaty 6. These are the territories of the nêhiyawak, Anihšīnāpēk, Dakota, Lakota, and Nakoda, and the homeland of the Métis/Michif Nation. We acknowledge, with respect and truth, that we live, work, study, and raise our families on Treaty 4 Territory of Saskatchewan.

### **COURSE DESCRIPTION**

The course will study roles that exist in organizations and the dynamics of the interactions between these roles. In particular, focus will be on the interplay between the leadership role and decision making, creative problem solving and conflict resolution with group members. Equity, diversity and inclusion in teams, team performance and leadership, groupthink, and psychological safety will also be discussed throughout the course.

### **LEARNING OBJECTIVES / OUTCOMES**

By the end of the course, students will:

- Understand the internal dynamics of group and team functioning
- Identify common and emerging challenges of group and team functioning
- Understand the basic psychological, social, and structural factors that affect group performance
- Know how to intervene as a manager and leader to improve team functioning

### **COURSE EXPECTATIONS**

This course will involve lectures, class discussions, videos and guest speakers. As a result, attendance and active participation in classroom activities is required. Students are expected to prepare in advance for class and be able to participate in class discussions. It is expected that students will read and prepare appropriately for every class. In addition, the course requires active participation of everyone (as indicated by the heavy weighting on participation).

This summer course moves at a rapid pace so preparedness and organization will be critical factors to your success. There is a lot of reading and writing required but if you stay on track early on, it is

achievable. As a doctoral student while working full-time, I understand the busy lives of graduate students and have taken care to design assignments to be manageable while adding value to your learning experience.

## **COURSE MATERIALS**

### **Required textbook:**

Author: Susan A. Wheelan, Maria Akerlund, Christian Jacobsson

Title: Creating Effective Teams: A Guide for Members and Leaders, 6<sup>th</sup> Edition

### **Online resources:**

I will use UR Courses to post other required readings and resource materials, all of which you can access with your University of Regina library log-in.

## **COURSE ASSESSMENT SUMMARY**

Each graded component will be assessed and assigned a grade. Students must achieve an overall score of at least 70% to earn a passing grade.

<b>Component</b>	<b>Weight</b>	<b>Due Date</b>
In-class participation	15%	Ongoing
Guided discussion forum posts	10%	As posted after class
Midterm Paper	20%	Sunday, July 21, 11:55PM
Group Article Review	15%	Thursday, August 1, 11:55PM
Group Presentation	10%	Saturday, August 10, 11:55PM
Final Exam	30%	Monday, August 19, 7PM-10PM
<b>TOTAL</b>	<b>100%</b>	

For a description of the grading system, consult the Faculty of Graduate Studies and Research link here: <https://www.uregina.ca/gradstudies/current-students/grad-calendar/grading-system.html#gradingsystem>

## **DESCRIPTION OF ASSESSMENT**

### **In-Class Participation – 10%**

Your participation is critical to the success of this class. Students are expected to be present and engaged in class. As in any adult learning environment, we want to ensure that everyone feels comfortable and engaged to learn from each other's perceptions and experiences. Therefore, you will receive a portion of your grade that will be based on your attendance, efforts to come prepared, and regular effective contributions. This will include the ability to engage in appropriate collegial dialogue with fellow students and the instructor, challenging assumptions, and providing innovative suggestions.

High levels of participation would include:

- Active participation in class discussions that enrich the learning experience of the class
- Drawing others into discussions,
- Demonstration of critical thinking (e.g. constructively criticizing articles discussed in class), and bring in outside materials from popular press, current events, and personal experiences and observations.
- Making observations that integrate concepts and discussions.
- Asking key questions that lead to revealing discussions.
- Engaging in devil's advocacy: disagreeing with the instructor and other students when the difference of opinion serves as both counterpoint and a way of exploring all sides of a concept, issue, or practice.
- Listening open-mindedly and responding to what others say.

### **Guided Discussion Forum Posts – 10%**

Over the course of the semester, there will be five discussion forum posts that will be marked. I will give you the prompt or question that you are to discuss in the discussion forum at the end of a class and you will have 3 days to complete it. Each post will be worth 2% of your overall mark.

Guided discussion post schedule:

- July 8 – Team Socialization post - 2%
- July 10 – Team Roles post - 2%
- July 17 – Team Conflict post - 2%
- July 29 – Guest speaker post - 2%
- August 12 – Group presentation participation - 2%

### **Midterm Paper – 20%**

This midterm paper is designed to develop your critical thinking skills, ability to integrate information and demonstrate your understanding of course concepts in real life application. Think of a current situation of a team failure that you find particularly interesting. This can be based on your personal experience on a team, your observations of a team in an organization that you belong to, or a situation receiving coverage in the media. Your midterm paper should analyze this team, using course concepts, and provide a series of recommendations for improvement. Your paper should cover:

- Based on what you know about this team and how it operates, what contributed to its failure? Link class concepts to the challenges experienced by this team.
- What is working well for this team? In other words, what would you NOT change?
- What changes need to be made to enhance the team's effectiveness? Imagine you are the leader of this: what changes would you make to ensure that this team can perform at the highest levels and achieve its goals?

This midterm paper should be a maximum of 5 pages in length, typed, double-spaced, using 12-point Times New Roman font, and with 2.5 cm margins.

**Please title your paper with your student ID only and include your student ID in the header of the document.**

## **Group Article Review – 15%**

In instructor-formed teams, students are to review a **peer-reviewed article** on topics relevant to teams. Groups can choose their own article. Instructions will be given in class on how to properly select an article.

The article review is to be a maximum of 5 pages in length. The article review should be typed, double-spaced, using 12-point Times New Roman font, with 2.5 cm margins. The review should consist of the following:

- Describe your search strategy on how you selected your article
- Summary of the article - briefly identify the problems raised by the researcher(s) of the article.
- Methodology and findings - briefly explain at a high level the research approach used by the researcher(s) and the most significant findings specific to the research.
- What recommendations does the researcher make?
- How is this relevant/how does this apply to the class concepts that we have learned?

## **Group Article Presentation – 10%**

Each group should prepare their article review as a short lecture for the class. This will be done as a voice-over-PowerPoint or recorded Zoom lecture and should be uploaded onto UR Courses onto each group's designated discussion forum by Saturday, August 10. Each presentation should be no longer than 15 minutes in duration. There is an asynchronous class on Monday, August 12 where students will be expected to view their classmates' presentations and provide comments and/or ask questions in the group's discussion forum. Groups are expected to moderate their presentation discussion forum and answer any questions raised by their classmates for the period from Sunday, August 11 to Wednesday, August 14.

## **Final Exam – 30%**

7PM – 10PM

This exam will consist of 5-6 short answer and essay questions, covering materials from the textbook, readings, lectures, and guest speakers for the entire semester. You are free to bring in your textbook and all course material.

Exam will take place in class on August 19 from 7PM-10PM. ProctorTrack will be used for those students who are taking the exam remotely.

Exam can be submitted in Word or PDF. **Please title your paper with your student ID only and include your student ID in the header of the document.**

## **ACADEMIC REGULATIONS**

You must submit all assignments and obtain a grade of 70% to pass the class.

Late assignments will be penalized at a rate of 10% for each day of lateness, unless approved in advance and/or proper documentation is provided (e.g. medical note).

Requests for deferred assignments / exams for assessment to be handed in during the semester (not final exams / assignments) are at the discretion of the instructor.

Extensions or requests for changes by students to **final** exams and assignments due dates will require the student to complete a formal request for deferral. The student completes the request, consults with the instructor who must sign the form, and the instructor then submits the form (and any supporting documentation provided by the student) to Faculty of Graduate Studies and Research (FGSR). The decision (approved or denied deferral) is made by FGSR and is usually only approved if there are extenuating circumstances (e.g., illness, death, etc). The decision is sent by mail to the student and it is the student's responsibility to ensure the deferred requirements are met within the outlined time frame. It is also the student's responsibility to follow-up with FGSR if they do not receive a response from FGSR on their submitted request. Requests for deferral received more than two (2) weeks after the final day of the examination period will be denied. The deferral form can be found on the FGSR website at: <https://www.uregina.ca/gradstudies/forms.html>

Students are reminded that they must adhere to the standards of ethics of the university (see Section on *Academic Conduct and Misconduct Regulations Governing Discipline for Academic and Non-academic Misconduct* in the Academic Calendar). Students must appropriately reference material and must submit their own work. If unethical behavior is suspected, all individuals involved will receive zero on this component of the course.

Students are expected to read, understand and comply with University of Regina / FGSR policies on academic conduct. These can be found at <https://www.uregina.ca/gradstudies/current-students/grad-calendar/policy-univ.html#conduct>

**The use of generative AI tools, including but not limited to ChatGPT, in the preparation or completion of assignments, papers, or exams for this course is prohibited, and any evidence of such use may be subject to academic penalties.**

**Any use of generative AI tools in academic work is considered academic misconduct and will be reported to an investigating Dean.**

## **STUDENT RESOURCES**

### **Accessibility Services**

If there is any learner who, because of a disability or other consideration, may have a need for accommodation(s), please contact the Centre for Student Accessibility before or at the start of the course <https://www.uregina.ca/student/accessibility/> . The Centre will advise how you proceed and the required communication with your instructor.

### **Counseling Services**

If any learner is experiencing personal problems which may be affecting their studies, please consider consulting UofR Consulting Services. For more information check here <https://www.uregina.ca/student/counselling/services/index.html>

### **Writing Assistance**

The Student Success Centre ([www.uregina.ca/ssc](http://www.uregina.ca/ssc)) offers both on-line resources and in- person tutoring on writing skills.

**OTHER KEY MESSAGES**

- **UR Courses** – Access to UR Courses is mandatory for this class. I will use UR Courses to post required readings and other information on a regular basis. I recommend that you log onto the class page regularly.
- **Contacting the instructor** – I am always happy to meet with students. Please email me on UR Courses or at [REDACTED] to make an appointment. I am also happy to respond to email questions. I will usually respond to all student emails within 24 hours.

**TENTATIVE CLASS SCHEDULE**

<b>WEEK 1 – INTRODUCTORY WEEK</b>	
Wednesday, July 3	<p>Syllabus Review Introduction to Groups and Teams</p> <p><i>Required readings:</i></p> <ul style="list-style-type: none"> <li>• Textbook: Chapter 1 – Why Groups?</li> <li>• Textbook: Chapter 2 – Effective Organizational Support for Teams</li> <li>• See UR Courses for additional required readings</li> </ul>
<b>WEEK 2</b>	
Monday, July 8	<p>Team development Team socialization</p> <p><i>Required readings:</i></p> <ul style="list-style-type: none"> <li>• Textbook: Chapter 3 – From Groups to Teams: The Stages of Group Development</li> <li>• Textbook: Chapter 6 – Effective Team Leadership</li> <li>• See UR Courses for additional required readings</li> </ul>
Wednesday, July 10	<p>Team norms Team status Team roles Team composition Team cohesion</p> <p><i>Required readings:</i></p> <ul style="list-style-type: none"> <li>• Textbook: Chapter 4 – How Do High Performance Teams Function</li> <li>• Textbook: Chapter 5 – Effective Team Members</li> <li>• See UR Courses for additional required readings</li> </ul>
<b>WEEK 3</b>	
Monday, July 15	<p>Decision making in teams Groupthink</p> <p><i>Required readings:</i></p> <ul style="list-style-type: none"> <li>• Textbook: Chapter 5 – Effective Team Members</li> <li>• Textbook: Chapter 10 – Sustaining High Performance</li> </ul>

	<ul style="list-style-type: none"> <li>• See UR Courses for additional required readings</li> </ul>
Wednesday, July 17	<p>Conflict management in teams Team Communication</p> <p><i>Required readings:</i></p> <ul style="list-style-type: none"> <li>• Textbook: Chapter 8 – Surviving Stage 2</li> <li>• See UR Courses for required readings</li> </ul>
<b>WEEK 4</b>	
Monday, July 22	<p>Virtual teams Multicultural teams “Teaming” Self-managed teams</p> <p><i>Required readings:</i></p> <ul style="list-style-type: none"> <li>• Textbook: Chapter 11 – Changes in Team Functioning</li> <li>• See UR Courses for additional required reading</li> </ul>
Wednesday, July 24	<p>Team cognition and mental models</p> <p><i>Required readings:</i></p> <ul style="list-style-type: none"> <li>• See UR Courses for additional required readings</li> </ul>
<b>WEEK 5</b>	
Monday, July 29	<p>Specialty teams</p> <p>Guest speaker: TBD</p> <p><i>Required readings:</i></p> <ul style="list-style-type: none"> <li>• See UR Courses for required readings</li> </ul>
Wednesday, July 31	<p>Psychological safety and trust in teams</p> <p><i>Required readings:</i></p> <ul style="list-style-type: none"> <li>• Textbook: Chapter 7 – Navigating Stage 1</li> <li>• See UR Courses for additional required readings</li> </ul>
<b>WEEK 6</b>	
Monday, August 5	SASKATCHEWAN DAY - NO CLASS
Wednesday, August 7	<p>Team effectiveness versus team performance</p> <p><i>Required readings:</i></p> <ul style="list-style-type: none"> <li>• See UR Courses for additional required readings</li> </ul>
<b>WEEK 7</b>	



Monday, August 12	*Asynchronous class* / Group presentation online discussion
Wednesday, August 14	Final thoughts and final exam prep
<b>WEEK 8</b>	
Monday, August 19	FINAL EXAM

**\*\*Note: There is 1 class this semester on Monday August 12 that will be delivered asynchronously, as I will be travelling for work.**