

**Module:** MNO3332 Leading Groups and Teams

**Session:** Semester 2, AY2016/2017

**Instructor:** Ke Michael Mai

**Module Description:**

Groups and Teams are one of the most important work format in our modern organization. This module objective is to focus on evidence-based management to try and understand what drives the behavior of groups and their members. Our job is to try and understand when, if, and how phenomena change as we place people in situations where they need to rely on others to get the job done. The module will loosely follow Tuckman's (1965) forming, storming, norming, and performing model of group development. However, much of our attention will be focused on the forming stage, as everything that follows depends on successfully building the team.

**Learning Outcomes:**

Here are some of the objectives of the course:

- Gain the ability to identify and pick the right members for your team
- Gain knowledge in building teamwork skills in your team
- Develop skills in constructing team charters
- Develop skills in building a team identity
- Develop skills in dealing with conflict within your group
- Gain skill in improving a group's ability to brainstorm effectively
- Develop skills at improving group decision-making
- Develop skills in employing different motivational techniques
- Develop skills in implementing change within the organization

**Modes of Teaching and Learning:**

This will be a seminar class with a great emphasis on active participation and case discussion. Teaching will mixed with lectures, academic reading, experiential exercises, video-based learning, case studies, discussions and debates. This module emphasizes a self-directed approach to learning, and students are highly encouraged to initiate learning activities that will add value to the class.

**Syllabus:**

1. Introductory Discussion and Introduction
2. Designing the Team
3. Constructing an Assessment of Teamwork KSAs cont.
4. Rewarding Teamwork
5. Team Identity, Emotion, and Development
6. Sharpening the Team Mind
7. Conflict in Teams
8. Team Creativity and Innovation
9. Making a team-level Decision-Making
10. Leading your team in a global context

**Readings:**

(a) Compulsory/recommended reading:

Thompson, L.L. (2014). Making the team: A guide for managers (5th Ed.). Prentice Hall: Upper Saddle River, NJ.

(b) Supplementary reading:

Big Five Assessment

MLQ Assessment

Other ad hoc materials will be provided

**Assessment (%):**

Essays: 12%

Test (in class): 47%

Others (e.g., projects): 41%

**Pre-requisite(s):** N/A

**Preclusion(s):** N/A

**ACADEMIC HONESTY & PLAGIARISM**

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

Additional guidance is available at:

<http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>

Online Module on Plagiarism:

<http://emodule.nus.edu.sg/ac/>