MAN 5265
Managing Groups and Teams
PMSE09
Section 4971

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Course Description and Objective
Organizations are increasingly being structured using small groups and teams as the building blocks. However, working in and managing teams can be quite difficult. In fact, surveys indicate that less than 10% of executives are satisfied with the team management practices used in their organizations. Beyond social-psychological forces that cause team problems, and the costs associated with supporting team-based work structures, most traditional management practices actually reinforce interpersonal competition rather than the attitudes and behaviors necessary for effective teamwork. In this course, you will learn practices and skills that you can apply to promote the functioning and effectiveness of teams in which you work and lead.

Class Format
The course is a mix of lecture, discussion and exercises. The lecture/discussion portion of the course is intended to promote general knowledge of groups and teams issues. The exercises are included to help develop critical team skills and to reinforce material presented in the lecture/discussion. The course is based on principles of action learning and learner control of the learning process. Therefore, to get the most out of this course, you will need to participate and become actively involved in class activities.

Reading Material
You won’t have an opportunity to read anything prior to class, however, I included two readings to reinforce and supplement what we’ll be covering. The material will be helpful to you in completing your assignment.

1. Patrick Lencioni (2002), *The Five Dysfunctions of a Team*. San Francisco, Jossey-Bass. This is a popular book on teams. It is a management parable that illustrates how a newly appointed executive is able to turn around the top management team of a troubled firm by working through five important issues (absence of trust, fear of conflict, lack of commitment, avoidance of accountability, and inattention to results). You should be able read through the book in about 3 hours if you focus. I will describe how you will apply the material in your assignment.

2. MAN 5265 Course Reader. This majority of the material is from two chapters of
an Organizational Behavior textbook that I wrote with some colleagues. The material provides a fairly broad overview of research on teams from the perspective of management and applied psychology. The material should provide you with a language for understanding team concepts, theories, and research. The material also identifies key findings from the research.

**Supplemental Readings**

There are many sources that provide useful information regarding how to manage teams so that they function and perform more effectively. Here is a brief list of books along with a summary of the focus of the work and intended audience.


Kelley, T., & Littman, J. (2005) *The ten faces of innovation: IDEO's strategies for beating the devil's advocate and driving creativity throughout your organization*. Currency/Doubleday. This is a great book about creativity and innovation using the lessons from IDEO (probably the world's most successful product design firms). The book is highly appropriate for anyone interested in promoting creativity and innovation. The focus on this book is on types of people or roles that foster innovation.

Kelley, T., & Littman, J. *The art of innovation*. New York: Doubleday. This is another great book about creativity and innovation using lessons from IDEO. This book, in my opinion, provides a bit more information about how IDEO teams are managed.

MacMillan, P. (2001). *The Performance Factor: Unlocking the Secrets of Teamwork*. Nashville TN: Broadman & Holman Publishers. This is an easy to read book that covers a lot of ground. The general ideas and concepts have a lot of validity. The book is written from the perspective of a consultant, and there are lots of great "real world" examples. I especially like the chapters that focus on the team mission and leadership.

Maxwell, J. C. (2001). *The 17 indisputable laws of teamwork*. Nashville, TN: Nelson. A popular "easy to get it" book that presents 17 principles for effective teamwork. The author provides very good examples of the laws that most managers can relate to. Although some of the laws will be familiar to most readers (teammates must be able to count on each other when it counts), others may not be as obvious (shared values define the team). There are on-line assessments available that may be useful.

Mohrman, S. A., Cohen, S. G., & Mohrman, A. M., Jr. (1995). *Designing team-based organizations: New forms of knowledge work*. San Francisco: Jossey Bass. This book is written for those who are responsible for designing teams that do knowledge/professional work. The authors present a five-step design process, which is based on their work with a wide variety of organizations. Although the authors' recommendations may not apply to every type of team, the book highlights many important factors that need to be taken into account when creating teams.

Nadler, D. A., Spencer, J. L. and Associates. (1998). *Executive teams*. San Francisco: Jossey Bass. This book is written by consultants and focuses on issues that confront the management of executive teams. This is a very context dependent book, and although many of the ideas apply to teams at lower levels, the book will be of interest to higher level managers in larger organizations.

Surowiecki, J. (2004). *The wisdom of crowds*. New York: Doubleday. A popular book that provides a compelling case for the value of groups and teams. The premise is that groups can make very effective decisions even when no one in the group is particularly well informed. The
book does a good job discussing contexts where this principle applies most.

Stewart, G. L., Manz, C. C., & Sims, H. P., Jr. (1999). *Team work and group dynamics*. New York: John Wiley & Sons, Inc. This book may be out of print, but it is a good basic text for those interested in reading more about groups and teams concepts. Although the book is more theoretical than practical, the careful reader can learn a lot.

Sundstrom, E. (1999). *Supporting work team effectiveness: Best management practices for fostering high performance*. San Francisco: Jossey-Bass. This is an edited book that includes 11 chapters. The book is somewhat more technical and narrow than the other books. However, many of the chapters provide information that is directly applicable from a people management (HR) perspective.

Thompson, L. L. (2004). *Making the team: A guide for managers*, 2nd ed. Upper Saddle River, NJ: Pearson Education, Inc. This book is similar to Stewart, Manz, & Sims, but is more comprehensive. Relative to the other books, it is the most similar to a traditional "textbook". Although students may find this book to be a little bit "dry, it contains a lot of information and discusses many important teams topics in the context of scientific research.

**Course Evaluation**

This version of the course is intended as special professional development workshop, and will be graded using a pass/fail (satisfactory/unsatisfactory) system. Your grade will be determined based on your attendance (you must be present for each part of the class), effective and timely completion of individual assignments, and active participation in team exercises.

**Academic Honesty**

Each student is required to adhere to the UF Academic Honesty Guidelines (http://www.dso.ufl.edu/iudicial/honestybrochure.htm) and the Student Honor Code (http://www.dso.ufl.edu/stg/Code_of_Conduct.html).

**University Policy on Accommodating Students with Disabilities**

Students requesting accommodation for disabilities must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instructor when requesting accommodation.
Course Schedule:

8:30-9:00  Introduction & Overview
  Course Overview
  Team Trends
  Challenges

9:00-10:30  Designing Effective Teams
  The organizational setting
  Interdependence
  Roles
  Composition
    Exercise

10:30-11:30  Staffing a Team
  What to consider?
    Exercise

11:30-1:00  Lunch

1:00-2:30  Weapons of Influence
  Uses of influence in teams
    Video

2:30-4:00  Improving Decision Making Effectiveness
  Rational Decision Making
  Decision Making in Reality
    Team Case

4:00-6:00  Managing Team Processes
  Managing Conflict
  Creating Goal Interdependence
    Team Charter Exercise

Course Evaluation