

PSYC 481.02 Psychology of Working Groups and Teams			Winter 2024
Instructor :	Dr. Ho Kwan Cheung	Lecture Location:	SS 10
Email:	hokwan.cheung@ucalgary.ca	Lecture Days/Time:	MWF 10:00-10:50 am
Office:	Administration 266		
Office Hours:	Wednesday 11 am- 12 pm or by appointment (Please always email Dr. Cheung prior to coming)		
Teaching Assistant:	Jenelle Morgan		
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Office:	Administration 009		
Office Hours:	By appointment only		

Course Description

Modern organizations demand synergistic results from collaborative workforce structures. This course teaches specific techniques for participating in and leading work teams to augment multiple performance outcomes. Students gain both an explicit and an experiential understanding of team management, both as a member and as a future leader.

Students will be able to clearly identify and practice a broad array of team management techniques, including:

1. Team classification systems, planning & staffing methods, team-based performance monitoring system
2. Management theories (motivation, leadership, interpersonal dynamics) in a team context
3. Facilitating, coaching, decision-making, & conflict resolution in team-based environments

Course Learning Outcomes

Course Learning Outcomes	Assessment Methods	PLO(s)	Level(s)
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Familiarity with constructs central to the group/ team dynamics from a psychological perspective	Class Participation Reflection Papers Team Project	1, 2, 4	A
An understanding of the individual and group perspectives of group/ team work	Class Participation Reflection Papers Team Project	1, 2, 6, 8	A
An ability to utilize empirical research findings and class concepts to answer group/ team work in real life	Reflection Papers Team Project	1, 2, 4, 5, 7	A

Notes. PLOs = Program-Learning Outcomes: 1 = demonstrate knowledge of psychological sciences, 2 = think critically and solve problems, 3 = conduct research and analyze data, 4 = communicate effectively, 5 = demonstrate information literacy, 6 = understand and implement ethical principles in a diverse world, 7 = apply psychological knowledge and skills, 8 = Demonstrate multicultural competence and awareness of issues related to equity, diversity, and inclusion. Level of PLO achievement facilitated by this course: I = introductory, C = competency, A = advanced.

Acknowledgments and Respect for Diversity

Our classrooms view diversity of identity as a strength and resource. Your experiences and different perspectives are encouraged and add to a rich learning environment that fosters critical thought through respectful discussion and inclusion. The Department of Psychology would also like to acknowledge the traditional territories of the people of the Treaty 7 region in southern Alberta. The City of Calgary is also home to Métis Nation of Alberta (Districts 5 and 6).

Course Format

This is an in-person class held on campus.

Prerequisites

Psychology 300 and 301; and admission to the Psychology major or Honours program.

Required Text

None

Assessment

Class Participation (10%)
 Reflection Essays x 2 (10% each)
 Team Portfolio (5%)
 Team Project Proposal (10%)
 Team Project Updates x 2 (10% each)
 Team Project Presentation (10%)
 Team Project Final Paper (25%)

Email and Communication Policies

For questions regarding course content, grading criteria, grade disputes, etc. please first email the teaching assistant, Jenelle Morgan (jenelle.morgan@ucalgary.ca). If the issues cannot be resolved with the teaching assistants, you can contact me – hokwan.cheung@ucalgary.ca

The teaching assistant and I try to respond to all student emails as quickly as possible, but if you do not hear from either of us within 48-72 hours, please feel free to email us again as this is unusual and we may have had an issue with receiving your initial email. Please keep in mind that we may not check our email during weekends and after business hours, and therefore do not expect email response during that time.

If you have any questions and/or concerns that cannot be resolved easily via email, please email us to set up an appointment so we can discuss! We are here to help you succeed in this course.

Course Requirement

Because this is a seminar-format class, students are expected to come to class with readings completed and ready to discuss ideas. There are no exams for this class. Rather, students are expected to actively engage with class concepts and apply these ideas to everyday life through class discussions and various assignments. Throughout the semester, there will be class activities that are counted for participation credits.

Team Project

At the beginning of the semester, students will brainstorm ideas for this group project in which they will work together to accomplish an open-ended group goal. Some examples: complete a fitness program (e.g., set a group weight-loss goal, set a group running goal, learn a series of yoga poses), develop a new skill-set (e.g., cooking foods from different cultures, learning the basics of a new language, learning a new computer program, learning to play a new instrument, learning a new sport), solving some societal problem (e.g., pollution, poverty, prejudice), or any other goals that your group are interested in achieving (be creative)! They will then assemble themselves into groups of 4-5 people based on student interest. It is important that this goal is one that is mutually agreed upon (to the extent possible) and one that each individual member is capable of achieving. Keep in mind the elements of SMART goals when creating your goal. The goal can take any form, as long as it follows the SMART principles, is group-based, and includes a mechanism for monitoring teammates' progress. As a key aspect of managing teams is keeping members motivated, the focus of the project will be on developing a team goal and meeting with teammates on a weekly basis to track team progress toward the goal. Groups need to run the initial idea for their goal by the teaching assistants or me first before starting the team proposal.

This project is made up of a team portfolio, a team proposal, biweekly progress updates, as well as a final paper and a final team presentation. Team-members must work together collaboratively to make sure all assignments are completed on a timely manner. Thus, if any of the assignments are submitted after the due date, the entire team will be penalized. Individual team-members who consistently engage in social loafing, however, will be penalized based on my own observations of each team members' performance as well as individual team-member survey responses collected towards the end of the semester (see below).

Team Portfolio

Teams will be completing a team portfolio at the beginning of the semester (one portfolio for the whole group). This portfolio will include a team commonalities exercise, a team portfolio, a team

inventory, and a team charter, and is intended to aid team functioning throughout the course of the semester. Teams must submit the projects on D2L by the assigned **due date (Jan 26th)** in order to receive credit. Late assignments will not be accepted without instructor approval.

Team Proposal

The groups must submit their goal in a formal proposal by the due date listed (one paper for the whole group). This proposal must be four full pages of text in length (excluding headers and the proposed timeline; 12 point, double spaced, Times New Roman) and must include the following sections: **definition of proposed goal, how this goal fits the definition of a group goal, how close each member currently is to achieving the goal, expected outcomes from achieving the goal, and a proposed weekly timeline for achieving the goal.** Teams must submit the projects on D2L by the assigned **due date (Feb 16th)** to receive credit. I will be giving the groups formal feedback on these proposals, which they may need to revise before commencing the actual project.

Team Progress Updates

The group is recommended to meet at least once a week, outside of class to work on the goal, to monitor one another's progress, to keep each other motivated and accountable, and to complete a biweekly progress report. These biweekly reports should be at least one page in length (double spaced, 12 point font, Times New Roman – excluding headers) but may be longer. These reports should include the following sections: summary of the progress that the group has made towards their goals over the past week, any issues or complications that the group has experienced, plans for how to address these deficiencies moving forward, as well as short-term goals that the group plans to achieve by the following two week (see D2L for full instructions). **The first progress update will be due March 8th and the second one will be due March 22nd.**

Final Paper

In addition to these weekly progress reports, groups will submit a 12-15 page (double-spaced, 12 point font, Times New Roman – excluding headers) paper on their goal experience at the end of the semester (one paper for the whole group). Unlike the team updates, the final paper needs to be based in research and should include the following sections: overview of team goal (one page), the final progress that the team made towards their stated goal including evidence of each member's progress (two pages), processes and set-backs involved in working towards achieving the goal (with particular emphasis on the difficulties associated with dispersed teams, unless all team-members were able to meet in person) (five pages), how the team dealt with set-backs (three pages), which motivation strategies were/weren't effective for various members (and why) (two pages), and an overview of what was learned and reflections of the project (two pages). The page numbers are merely suggestions, but should indicate the level of detail I am expecting within each section. Teams must submit the projects on D2L by the assigned **due date (April 9th)** in order to receive credit. Late assignments will not be accepted without instructor approval.

Presentation

At the end of semester, groups will give a final presentation that summarize their process to achieve the goals and final products, as well as any lessons learned. The presentation should be around 15-20 minutes. More details will be provided during class as well as on D2L.

Student Feedback

Towards the end of the semester, students will complete a short survey regarding their own individual experiences with the group project, and will rate each other member within their team. These ratings will be factored into the group member's grades for this project. This is to control for social loafing and differences in team-member engagement/work output. Students who do not complete these surveys on time by April 9th will receive a 20% deduction for their project grade.

Reflection Essays

Throughout the semester, students are required to complete two reflection essays based on the supplementary readings/ videos that are assigned. The reflection essay should be approximately 2 pages (double spaced, 12-point font Times New Roman). For these essays, students must comment on the implications of the reading/ video for theory and practice, the weaknesses/ limitations of the arguments, and ideas for future research studies. It is critical that these posts include at least one future research idea related to the assigned article/video. This is the most important aspect of these posts in order to encourage students to think further than our existing knowledge about groups and team work. The essay should not be a mere summary of the reading/ video. **The first reflection essay will be due Feb 9th and the second one will be March 15th.** More details will be provided during class as well as on D2L.

Once approved by the course instructor, and at their discretion, alternative arrangements for missed assessments may be considered <https://www.ucalgary.ca/pubs/calendar/current/g-1-2.html>. Students may be asked for documentation <https://www.ucalgary.ca/pubs/calendar/current/m-1.html>.

University of Calgary Academic Integrity Policy

Academic integrity is the foundation of the development and acquisition of knowledge and is based on values of honesty, trust, responsibility, and respect. We expect members of our community to act with integrity.

Research integrity, ethics, and principles of conduct are key to academic integrity. Members of our campus community are required to abide by our institutional code of conduct and promote academic integrity in upholding the University of Calgary's reputation of excellence. It is your responsibility to ensure that you have read and are familiar with the student academic misconduct policy: <https://www.ucalgary.ca/legal-services/sites/default/files/teams/1/Policies-Student-Academic-Misconduct-Policy.pdf>.

Grading Scale

	A+	96-100%	B+	80-84.99%	C+	67-71.99%	D+	54-58.99%
	A	90-95.99%	B	76-79.99%	C	63-66.99%	D	50-53.99%
	A-	85-89.99%	B-	72-75.99%	C-	59-62.99%	F	0-49.99%

In this course there will be no rounding up of final grades.

Date	Topic	Assignments Due
Jan 8th-12th	Introduction to Course	
Jan 15th-19th	Introduction to Working Groups and Teams	
Jan 22nd-26th	Designing a Team	Team Portfolio due Jan 26th
Feb 5th-9th	Team Processes	Reflection Paper #1 Feb 9th
Feb 12th-16th	Team Decision- Making	Team Proposal due Feb 16th
Feb 19th - 23rd	Term Break No Class	
Feb 25th-29th	Team Conflict	
March 4th- 8th	Team Leadership	Team Update #1 Due March 8th
March 11th- 15th	Team Diversity	Reflection Paper #2 Due March 15th
March 18th- 22 nd	Team Creativity	
March 25th- 29th	Virtual Teams	Team Update #2 Due March 22nd
April 1st-5th	No Class on April 1st Presentations	
April 6th-10th	Last Class April 8th Presentations Final Paper Due April 9th	

Extra Research Participation Course Credit is Not Offered for this Course.

Seating During Exams

Instructors and exam invigilators are free to ask students to move seats before an exam begins or even during an exam. Students must comply with this request and refusal to do so may warrant a charge of academic misconduct

Absence From Test/Exam

Makeup tests/exams are **NOT** an option without the approval of the instructor

<https://www.ucalgary.ca/pubs/calendar/current/g-1-1.html> At the instructor's discretion, a makeup test/exam may differ significantly (in form and/or content) from a regularly scheduled test/exam. Once approved by the instructor a makeup test/exam must be written within 2 weeks of the missed test/exam on a day/time scheduled by the instructor. If a student cannot write their final exam on the date assigned by the Registrar's Office, they need to apply for a deferred exam <https://www.ucalgary.ca/registrar/exams/deferred-exams>

Travel During Exams

Consistent with University regulations, students are expected to be available to write scheduled exams at any time during the official December and April examination periods. Requests to write a make-up exam because of conflicting travel plans (e.g., flight bookings) will NOT be considered by the department. Students are advised to wait until the final examination schedule is posted before making any travel arrangements. If a student cannot write their final exam on the date assigned by the Registrar's Office, they need to apply for a deferred exam [Deferred Final Exams | University of Calgary \(ucalgary.ca\)](#) Students with an exceptional extenuating circumstance (e.g., a family emergency) should contact the Department of Psychology psyugrd@ucalgary.ca

Reappraisal of Graded Term Work <http://www.ucalgary.ca/pubs/calendar/current/i-2.html>

Reappraisal of Final Grade <http://www.ucalgary.ca/pubs/calendar/current/i-3.html>

Academic Accommodations

Students seeking an accommodation based on disability or medical concerns should contact Student Accessibility Services; SAS will process the request and issue letters of accommodation to instructors. For additional information on support services and accommodations for students with disabilities, visit www.ucalgary.ca/access/. Students who require an accommodation in relation to their coursework based on a protected ground other than disability should communicate this need in writing to their Instructor. The full policy on Student Accommodations is available at <https://www.ucalgary.ca/legal-services/sites/default/files/teams/1/Policies-Student-Accommodation-Policy.pdf>.

Academic Misconduct

For information on academic misconduct and its consequences, please see the University of Calgary Calendar at <http://www.ucalgary.ca/pubs/calendar/current/k.html>

Instructor Intellectual Property

Course materials created by professor(s) (including course outlines, presentations and posted notes, labs, case studies, assignments, and exams) remain the intellectual property of the professor(s). These materials may NOT be reproduced, redistributed, or copied without the explicit consent of the professor. The posting of course materials to third party websites such as note-sharing sites without permission is prohibited. Sharing of extracts of these course materials with other students enrolled in the course at the same time may be allowed under fair dealing.

Copyright Legislation

All students are required to read the University of Calgary policy on Acceptable Use of Material Protected by Copyright

(https://library.ucalgary.ca/services/copyright?_gl=1*bcjlpn*_ga*OTY1ODc0Njg0LjE2NjkxNTA1NTM.*_ga_X4GN9Y4W7D*MTY3Nzc5MjM3Ni4xNy4xLjE2Nzc3OTI4MDYuMC4wLjA) and requirements of the copyright act (<https://laws-lois.justice.gc.ca/eng/acts/C-42/index.html>) to ensure they are aware of the consequences of unauthorized sharing of course materials (including instructor notes, electronic versions of textbooks etc.). Students who use material protected by copyright in violation of this policy may be disciplined under the Non-Academic Misconduct Policy.

Freedom of Information and Protection of Privacy

Student information will be collected in accordance with typical (or usual) classroom practice. Students' assignments will be accessible only by the authorized course faculty. Private information related to the individual student is treated with the utmost regard by the faculty at the University of Calgary

Student Support and Resources

<https://www.ucalgary.ca/registrar/registration/course-outlines>

Important Dates

The last day to drop this course with no "W" notation and **still receive a tuition fee refund** is **Thursday, January 18th, 2024**. Last day add/swap a course is **Friday, January 19th, 2024**. The last day to withdraw from this course is **Tuesday, April 9th, 2024**.