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| Psychology 739.18    | Teams in Organizations | Winter 2021                               |
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| <b>Instructor:</b>   | Dr. Tom O'Neill        | <b>Lecture Location:</b> Zoom Link        |
| <b>Cell Phone:</b>   | 587-893-3759           | <b>Lecture Days/Time:</b> T 1:00 – 3:45pm |
| <b>Email:</b>        | toneill@ucalgary.ca    |   |
| <b>Office:</b>       | A264                   |   |
| <b>Office Hours:</b> | By appointment         |   |

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### Course Description and Objectives

The course will offer an overview of selected topics in the area of teamwork and effectiveness in organizations. Students will work in teams to conduct an applied project intended to translate the evidence-based course readings into practical applications. Further, students will work in *different* teams to develop a publishable state-of-the-science research review or translational paper will allow students to achieve a specialized understanding of a particular topic within the teams literature. By working in different teams, students will directly experience another research topic of this course: multiple team membership.

### 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, Region III.

### Course Format

Lectures will be taught live via live Zoom meetings during each scheduled class as per the course schedule below and will be recorded and posted to D2L after class.

### Prerequisites

Admission to the Graduate Program in Psychology or by permission of the Instructor.

### Required Texts and Readings

No text is required. Readings will be accessible electronically through the university library.

### Assessment Methods

1. **Team development activities and peer evaluations (25%).** In your teams you will be invited to complete ice-breakers involving personality and conflict management styles surveys, and you will receive customized reports from ITPmetrics.com. You will also be invited to complete team

development assessments involving peer feedback and team dynamics assessments, and you will receive customized reports from ITPmetrics.com. Results will be debriefed during class. For each assessment completed you will receive 2.5% course credit, for a total of 15%, as summarized below:

- a. Personality assessment (January 26)
- b. Conflict management styles assessment (January 26)
- c. Peer feedback (1x for each team; March 2)
- d. Team dynamics (1x for each team; March 23)

In addition, you will be invited to complete peer evaluations at the end of the semester. 10% of your grade in this course will be based on the average peer rating your teammates assign to you (5% per team). If you do not participate in the peer evaluations, you will receive 0% for this subsection.

- e. Peer evaluations (1x for each team; April 30)

2. **Article analysis and participation (10%).** I will call on you randomly during lecture to provide a critical analysis of an article assigned as a class reading. The quality of your analyses over the course of the lectures will inform 10% of your course grade. A strong analysis requires more than just a surface-level reading; indeed, you should consider questioning the author's assumptions, making linkages to other papers and theories, and understanding the limitations of the author's proposals. Note that it will be vital to attend lectures to obtain participation grades -- without attending lectures, the learning objectives of this course will not be met.
3. **Industry project (32.5%).** You will be invited to participate in a team project with other students that requires you to address an industry challenge relevant to this course. The project will require that you provide an evidence-based practical deliverable for use in organizations to help them promote their teams' capacities. Presentations will be scheduled sometime during the last two weeks of term. Students missing a presentation will be assigned a grade of zero.
  - Meet with client for introductions and to introduce the topic
  - Create and sign any needed agreements
  - Scope the project into stages with activities and deliverables, and seek client approval (essentially, the proposal stage)
  - Obtain regular feedback from client, especially at stage gates established above
    - Arrange to meet with the client at least once per month
  - Create and finalize project deliverables
  - Provide a presentation to the client and class summarizing the project, including content such as:
    - What was the client need?
    - What options did your team consider?
    - What was the proposal that your client approved?
    - What solution did your team create and did it deviate from the proposal?
    - Why should the client be pleased with your team's performance?
    - Who was responsible for what activities/deliverables in your team?
    - What are the next steps for the organization to implement your solution?
4. **Term paper (32.5%).** You will be invited to participate in a team project with other students that requires you to write a literature review or translation article on a teams-related topic (20 pages text proper). The quality of this article should be of strong enough that it could be published. If

translational journals or conceptual papers are the target, you may consider journals such as Journal of Consulting Psychology, Organizational Dynamics, Team Performance Management, Human Resource Development Quarterly, Journal of Organization and Human Behavior, and New Technology, Work, and Employment. If the paper is theoretical and contributing to knowledge, good journal options include Human Resource Management Review, Journal of Organizational Behavior, Journal of Occupational and Organizational Psychology, and Organizational Psychology Review.

5. The final paper is due at the end of the exam period (April 30<sup>th</sup>; 20% of grade), but drafts will be required at three milestones prior to submitting the final draft (templates for each milestone will be provided):
  - a. February 5<sup>th</sup> (2.5%)
  - b. March 5<sup>th</sup> (5%)
  - c. April 19<sup>th</sup> (5%)

Term papers should be submitted via D2L. Late assignments will not be accepted without instructor approval.

### **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/policies/files/policies/student-academic-misconduct-policy.pdf>.

### **Faculty of Graduate Studies Grading System**

A+ = Outstanding performance, A = Excellent performance, A- = Very good performance

B+ = Good performance, B = Satisfactory performance, B- = Minimum pass

C+ All grades of "C+" or lower are indicative of failure at the graduate level and cannot be counted toward Faculty of Graduate Studies course requirements. Individual programs may require a higher passing grade

### **Grading Scale**

|    |         |    |        |    |        |    |        |
|----|---------|----|--------|----|--------|----|--------|
| A+ | 96-100% | B+ | 80-84% | C+ | 67-71% | D+ | 54-58% |
| A  | 90-95%  | B  | 76-79% | C  | 63-66% | D  | 50-53% |
| A- | 85-89%  | B- | 72-75% | C- | 59-62% | F  | 0-49%  |

As stated in the University Calendar, it is at the instructor's discretion to round off either upward or downward to determine a final grade when the average of term work and final examinations is between two letter grades.

To determine final letter grades, final percentage grades will be rounded up or down to the nearest whole percentage (e.g., 89.5% will be rounded up to 90% = A but 89.4% will be rounded down to 89% = A-).

### Tentative Lecture Schedule

Ideally in table format with date of class, topics to be covered, and chapters/readings to be read. Due dates for tests/exams and assignments should be included in this schedule as well.

| Date      | Topic/Activity/Readings/Due Date (revise and add columns & rows as necessary)   |
|-----------|---|
| M Jan 4-8 | Winter term begin, Block Week Courses   |
| T Jan 12  | Winter Lectures Begin<br>The practice of high performance teamwork (part I)   |
| T Jan 19  | The practice of high performance teamwork (part II)<br>Amanda Deacon, PhD, Plum.IO, 20 minute Project Pitch with 10 minute Q&A 1:00<br>Meghan Donohoe, MA, SAIT, Associate Director, Talent Management 1:30   |
| R Jan 21  | Last day to drop a class without financial penalty  |
| F Jan 22  | Last day to add or swap a course  |
| T Jan 26  | Multi-team systems and multi-team membership<br>Formation of class teams<br>Personality assessment debrief<br>Conflict management styles debrief  |
| F Jan 29  | Tuition Fee Deadline  |
| T Feb 2   | Team lifecycle models   |
| F Feb 5   | Term paper: milestone 1   |
| T Feb 9   | Team performance measurement  |
| Feb 14-20 | Reading Week. No lectures. University open (except Family Day).<br>Alberta Family Day, University closed (except Taylor Family Digital Library, Law, Medical, Gallagher and Business Libraries). No lectures. |
| M Feb 15  | Alberta Family Day, University closed (except Taylor Family Digital Library, Law, Medical, Gallagher and Business Libraries). No lectures.  |
| T Feb 23  | Foundations of team research (part I)   |
| T Mar 2   | Foundations of team research (part II)<br>Peer feedback assessment debrief  |
| F Mar 5   | Term paper: milestone 2   |
| T Mar 9   | Virtual teams   |
| T Mar 16  | Team diversity and faultlines   |
| T Mar 23  | Team conflict<br>Team dynamics assessment debrief   |
| T Mar 30  | Team cognition  |
| F Apr 2   | Good Friday   |
| M Apr 5   | Non-Instructional Day, University Open  |

|           |  |
|-----------|--|
| T Apr 6   | Team learning  |
| T Apr 13  | Team presentations   |
| R Apr 15  | Last day of classes, last day to withdraw from winter semester |
| Apr 19    | Term paper: milestone 3  |
| Apr 19-29 | Final Exam Period  |
| Apr 30    | End of Term<br>Term papers due<br>Peer evaluations due         |

### **Absence From A Test/Exam**

Makeup tests/exams are **NOT** an option without the approval of the instructor. Students who miss a test/exam have up to 48 hours to contact the instructor to ask for a makeup test/exam. It's the instructor's discretion if they will allow a make-up exam. Students who do not schedule a makeup test/exam with the instructor within this 48-hour period forfeit the right to a makeup test/exam. 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 <https://www.ucalgary.ca/registrar/exams/deferred-exams>. Students with an exceptional extenuating circumstance (e.g., a family emergency) should contact the Department of Psychology ([psyugrd@ucalgary.ca](mailto: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/](http://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 <http://www.ucalgary.ca/policies/files/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 ([www.ucalgary.ca/policies/files/policies/acceptable-use-of-material-protected-by-copyright.pdf](http://www.ucalgary.ca/policies/files/policies/acceptable-use-of-material-protected-by-copyright.pdf)) 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 21, 2021**. Last day add/swap a course is **Friday, January 22, 2021**. The last day to withdraw from this course is **Thursday, April 15, 2021** <https://www.ucalgary.ca/pubs/calendar/current/academic-schedule.html>