



NYU

**ROBERT F. WAGNER GRADUATE
SCHOOL OF PUBLIC SERVICE**

**PADM-GP 4112
Building Effective Teams - Spring 2019**

Instructor Information

- Dr. Charlotte Wagenberg
- Email: cw6@nyu.edu
- Office Hours: By appointment

Course Information

- Class Meeting Times: Fridays, 2/15 and 2/22, 9:00am-5:00pm
- Class Location: 194 Mercer, Room 207

Course Description

As businesses face unprecedented challenges to survive and succeed, many are rethinking the way they are structured, the way they are managed and the way work gets done. As a result, many have supplemented their hierarchical structure with the use of horizontal and cross-functional teams as an effective way to get work done. This trend recognizes the unique potential of teams to deliver results and to successfully meet business challenges. In order to utilize teams with the desired result, attention must be paid to how and why teams are assembled, launched, managed and rewarded. This course is particularly designed to prepare students for their Capstone project teams.

This two-day course provides the fundamental principles and methods required to create high-performing work, project, Capstone, and/or problem-solving teams. Topics covered will include: moving from group to team; stages of team development; identifying the key competencies for successful team functioning; critical roles and responsibilities on a team; ensuring team productivity; techniques for maximizing team performance; and troubleshooting common team problems. In addition, particular attention will be paid to the critical success factors of Capstone teams - a unique type of team that has its own special challenges.

NOTE: In order to be able to apply course concepts immediately, the final assignment for this course is a team project that is due March 15 (after the course ends).

Course and Learning Objectives

This course is designed to provide the skills to:

- launch and manage a team effectively
- establish team roles and responsibilities effectively
- understand stages of team development and their impact
- manage team dynamics and team meetings
- assess team functioning and performance
- utilize team troubleshooting techniques

Text – to be read prior to the first class session

Aranda, E., Aranda, L., Conlon, K., Teams: Structure, Process, Culture, Politics. New Jersey: Prentice Hall. (text is available from Unique Copy, 252 Greene St. for \$25.70, online or in Bobst Library.)

Course Outline

This course is conducted in a workshop format in two, all-day sessions using small group activities, simulations, lecture and discussion to cover the topics below.

Day One

- Introductions, individual objectives
- Course overview and objectives
- Introduction to teams
- Team formation, infrastructure and management
- Roles and responsibilities on a team
- Stages of team development
- Assessing team performance

After Day One – look for these articles in NYU Classes

- Building the Emotional Intelligence of Groups
- Tapping into Teams
- How Management Teams Can Have a Good Fight
- The Tough Work of Turning Around a Team
- Letters to the Editor: The Tough Work of Turning Around a Team
- How to Kill a Team's Creativity
- The Team That Wasn't

Day Two

- Team Dynamics - small group simulation
- Preparing an organization for team culture
- Meeting management guidelines
- Conflict resolution techniques
- Applying project management tools and techniques
- Application exercise
- Strategies for solving common team problems

After Day Two – look for these articles on NYU Classes

- Speeding Up Team Learning
- Can Absence Make a Team Grow Stronger?

Additional Team Readings – look for these articles on NYU Classes

- Building Effective Teams in Real Time
- The Three Essentials of an Effective Team

- Building and Leading Your Team
- Managing a Team vs. Managing Individuals on the Team
- Why Some Teams Succeed (and So Many Don't)
- Teams: Solving the Sophomore Slump
- What Makes Teams Click

Assignments

In order to ensure everyone comes into this two-session course with similar grounding, it is required that the text “Teams: Structure, Process, Culture and Politics” by E. Aranda, L. Aranda, and K. Conlon is read prior to the first class. This text is available from Unique Copy, 252 Greene St. for \$25.70 and Bobst Library. It may also be available online. For the second class, there is a written, individual assignment based on course readings. The final assignment is a team project which is due March 15. Please note only hard copy will be accepted on all written assignments (Please use 12-point font, one-inch margins, double space, number the pages and put your mailbox number at the top.)

Please note that on NYU’s web site under the Research tab in NYU Libraries, you can find resources for how to correctly document citations, references, bibliographies, etc. in written academic work. You are expected to follow a format of your choosing consistently throughout a given written assignment.

Link to Article for Day Two:

<https://hbsp.harvard.edu/import/605739>

Course Requirements and Expectations

Assignments

All assignments and readings should be completed before class. Students should be actively engaged in class discussions, clearly demonstrating through comments that readings and assignments have been completed and thoughtful reflection has occurred. For class participation, your goal should be to contribute to the discussion and build upon the comments of your classmates. Think about moving the discussion forward. For written assignments, please note that whenever you have citations or references, you need to include a bibliography at the end of your paper!

Grading for this course is determined by substantive, informed class participation (30%), the individual written assignment (30%), the team project (30%) and individual team debrief (10%).

Attendance, Punctuality

Neither absences nor late submissions of assignments are allowed. Late arrival or early departure, lack of preparation and/or uneven substantive participation in class discussions will have a negative impact on your course grade.

Teamwork

It is also expected that you demonstrate good faith and collaborative team behavior while working on your final team assignment as you apply course content to your efforts.

Academic Integrity

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by [Wagner's Academic Code](#). All Wagner students have already read and signed the [Wagner Academic Oath](#). Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me.

Henry and Lucy Moses Center for Students with Disabilities at NYU

Academic accommodations are available for students with disabilities. Please visit the [Moses Center for Students with Disabilities \(CSD\) website](#) and click on the Reasonable Accommodations and How to Register tab or call or email CSD at (212-998-4980 or mosescsd@nyu.edu) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

NYU's Calendar Policy on Religious Holidays

[NYU's Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.