

North Park University  
School of Business and Nonprofit Management  
Syllabus: SBNM 5070  
Summer 2008-09  
Intensive Building High Performance Teams Course  
Covenant Harbor, Lake Geneva

**Course Objectives:**

This course is based on the premise that today's business world increasingly depends upon collaboration for success. Teams are currently touted as the primary organizational unit in which the collaborative effort takes place. Students will investigate the arguments for and against teams and teamwork. Through exposure to theoretical knowledge and experiential learning technologies, the students will identify when teams are, and are not appropriate, as well as examine what is required to create a truly effective, high performing team.

**Course Methodology:**

Lectures will be brief and contextual. The primary learning will take place in teams through the use of group discussion and hands-on team exercises. The students will be expected to keep a journal in which they record reflections on readings, class exercises and experiences in their real work environments.

**Instructors:**

Bruce Hunt  
Email: [bhunt@northpark.edu](mailto:bhunt@northpark.edu)  
Catherine Marsh  
Phone: 773-244-5722  
Fax: 773-244-5285  
Email: [cmarsh@northpark.edu](mailto:cmarsh@northpark.edu)

**Text & Supplements:**

Katzenbach & Smith, *The Wisdom of Teams*, Harper Business 1993, ISBN#0-88730-676-4

Kayser, *Team Power*, Irwin 1994. ISBN#0-7863-0302-6

The Bush Fire Simulation & The Myers Briggs Personality Inventory

**Grading will be based on the following:**

Class Participation: 15%

Journal: 20%

Paper – An Analysis of Teams and Teamwork in My Workplace: 20%

Team Project: 25%

Team Member Evaluation: 10%

Team Video Viewing and Analysis & Team Observation at a Real Team (at work or play): 10%

## Written Assignments:

### The Journal

Without adequate reflection real learning is cut short. Students will keep a journal in which they reflect on *readings, classroom experiences and discussion, work on final team project and observation of course concepts in the work place*. An initial period for written reflection will be provided in the last five minutes of each session. The journals will be submitted, via the link provided on blackboard in the final session assignments folder, prior to the final class session. I would expect you to write 3-5 pages per week in addition to the journaling done over the intensive weekend.

### The Paper

Each student will write a paper, due the last session, in which he or she analyzes their own ability to lead teams and puts together a plan for development in the area of team leadership. The following outline will be utilized.

1. Introduce yourself and the role you play in your organization.
2. What has been your experience with work groups and/or teams?
3. What is your perception of your current strengths?
4. What is your perception of your current weaknesses?
5. What have you learned in your reading, class sessions, and experiences with your team in this course, which you plan to utilize as you enhance your own capability to work with teams?
6. Articulate 3 development goals and lay out your plan for meeting those goals.
7. Summarize and close.

Papers should be typed and double-spaced to afford an opportunity to insert comments. **Proof your papers carefully.** We expect graduate level work and misspellings, poor grammar, and bad syntax can lower your grade. The length of each paper is to be between 8 and 10 pages. Papers should be typed and submitted, via the link provided on blackboard in the final session assignments folder, prior to the final class session.

### The Team Project

Teams will be formed the first session of class. All class learning activities will occur within the teams. The final project is to be a report on something the team accomplished together outside class time. The report will include the goal of the project, the team roles played by the individuals on the team, a discussion on how the group became a team, the overall strategy used, and finally the end result of the project. It is expected that the nature of the project will be dependent upon the accumulated talent and skill of the team. Some possible projects are listed below. The list is meant to generate ideas, not limit imagination, for the project. A one page project proposal is due Sunday morning, and the final project, and its presentation are due the last session of class.

1. An event prepared, and hosted by the team.
2. An art object designed, created and displayed by the team.
3. A video produced, directed and acted out by members of the team.
4. A research project, researched, written and presented by the team.

### The Team Video Viewing

Each team will view a movie and analyze the team dynamics. Schedule a time for your team to view the selected video together. Discuss and answer the following questions.

- Was this about a team or a work group? If a team, was it a high performance team?
- If a team, how did they fit the definition of a team?
- What roles did the members play?
- How did different team members take leadership and when?
- How did they progress through the stages of team formation.
- Will they remain a team/group following the situation depicted in the movie? Why or why not?

### The Team Outing Exercise

Each team will choose an activity during which they will be able to observe and analyze a team at work.... such as a concert or sports event.

- Go together as a team.
- Analyze whether it is a team or work group.
- How well did they perform together?
- What roles did individual members play?
- Did leadership emerge, or was it designated?
- What lessons can be learned from this team/group?
- What lessons do they need to learn?

### Schedule of Readings and Assignments

The reading assignments for this course are NOT optional. While most of the reading will occur before and after the intensive weekend, reflection on the reading is a required aspect of the journal writing.

Session	Subject – and Written Assignments	Reading Assignment
1:00 PM Session 1	<p style="text-align: center;">Friday, May 15</p> <p><b>Team Stage I: Forming</b>            Introductions            Making a Case for Teams            Team Formation</p>	Katzenbach, Chaps 1 & 2 Kayser, Chaps 1 & 2
4:30 PM	Registration	

	Check-in Volley Ball	
6:00 PM	Dinner	
7:00 PM	Camp Fire Activity Preparation	
8:00 PM Session 2	Camp Fire Dialogue	
8:30 AM Breakfast	<b>Saturday, May 16</b>	
9:15– 1:00 AM  Session 3	Team, Obstacles & Leadership <b>Ropes Course</b>	Katzenbach, Chaps 5, 7, & 8 Kayser, Chap 9
LUNCH	BOX LUNCH – INDEPENDENT JOURNAL WRITING TIME : REFLECT ON ROPES	
2:00 - 5:00 PM Session 4	Problems Solving - Teamwork & Collaboration <b>Bush Fire Inventory</b>	Kayser, Chaps 3-5
5:15 - 6:30 PM Session 5	<b>Team Stage II: Norming</b> The Danger of Group Think	Kayser, Chaps 7 & 8
Team Celebration	Team Activity On the town in beautiful Lake Geneva	Katzenbach, Chaps 9-11 Kayser, Chap 10
8:30 AM Breakfast	<b>Sunday, May 17</b> Checkout before Morning Session	
9:30 –12:30 AM  Session 6	<b>Team Stage III: Storming</b> Values Dissonance and Conflict Resolution  Reflection on Unwritten Norms  Are we committed?	Katzenbach, Chap 12 Kayser, Chaps 12 & 13
12:30 - 1:30 PM Lunch	Eat with your team -	Check out
1:30 – 3:30 PM	Team Roles - The Impact of Personality on Roles ( <b>Myers Briggs</b> )	Katzenbach, Chaps 3 & 6

Session 7	<b>Reading Mission Statements</b>	Kayser, Chap 6 & 14
3:30 PM Depart	End of Formal Gathered Time	
May 18- June 2	High Performance Demonstration	Reading of Texts Journal Writing Paper Writing
6:30 PM Session 8	<b>Final Class Meeting Saturday, June 13th</b> Reports and Celebration	Paper Due Journal Due Project Due

### **DISABILITIES:**

Students with a disability who believe that they may need accommodations in this class are encouraged to contact your program's office (Business: 773-244-6270). Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website: <http://www.northpark.edu/ada>

### **ACADEMIC HONESTY:**

In keeping with our Christian heritage and commitment, North Park University and the School of Business and Nonprofit Management are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

1. Plagiarism – the use of another's work as one's own without giving credit to the individual. This includes using materials from the internet.
2. Copying another's answers on an examination.
3. Deliberately allowing another to copy one's answers or work.
4. Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well.

For further information on this subject you may refer to the Academic Dishonesty section of the University's online catalog.

In conclusion, it is our mission to prepare each student for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.