JACLYN MARGOLIS, PhD
BSCI 617
CREATING AND LEADING TEAMS
FALL 2015 (SESSION B)
THURSDAY
6PM – 10PM
MALIBU

SYLLABUS
Creating and Leading Teams  
BSCI 617  
FALL 2015 (Session B)

Thursday 6pm – 10pm  
Location: Beckman Mgmt Center U2

Faculty: Dr. Jaclyn Margolis  
Office: WLA #447  
Office Phone: (310) 568 – 5506  
(If you are unable to reach me, please email me rather than leave a message on my office phone.)

E-mail address: jaclyn.margolis@pepperdine.edu  
Office Hours: by appointment (Available most times; Typically Thursdays in Malibu; Remainder of the week in WLA; Always over the phone)

Course Description

The focus of this course is on effective team building. Models of the ingredients and processes required to create powerful teams are examined. Personal values and motivational patterns are related to team leadership. Interpersonal issues such as handling conflict and stress are explored. The concepts of corporate culture and organizational change are introduced in the context of team building.

TOTAL DIRECTED INSTRUCTION HOURS: 2-unit class (30 hours)

Course Materials

In order to use the most relevant and up-to-date materials, this course is composed of activities, articles, and book chapters that are available through the Pepperdine library system, Harvard Business School Publishing (HBSP), and Northwestern University’s Dispute Resolution Research Center (DRRC). Any articles that are available through the Pepperdine library system are provided on our course website (Sakai). The materials from HBSP and DRRC are copyrighted and therefore must be purchased. There is no textbook for this course.

HBSP Course Pack: Please use the following link to purchase the course pack. Take note of your username and password, as it will be used in class during week 2 for our teamwork activity.

https://cb.hbsp.harvard.edu/cbmp/access/41741047

DRRC Materials: Please use the following link to purchase these materials. Please note that you will solely be paying for these materials and will not receive anything after payment; materials will be distributed to you in class. You should NOT purchase the optional TextPac.

Link will be provided in Week 1.
Grading:

<table>
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<tr>
<th>Activity</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Team In-Class Activities</td>
<td>25%</td>
</tr>
<tr>
<td>In-Class Discussions</td>
<td>14%</td>
</tr>
<tr>
<td>Response Papers</td>
<td>36%</td>
</tr>
<tr>
<td>Group Assignment &amp; Presentation</td>
<td>25%</td>
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Where: 95-100 points = A, 90-94 points = A-, 87-89 points = B+, 83-86 points = B, 80-82 points = B-, 77-79 points = C+, 73-76 points = C, 70-72 points = C-, 67-69 points = D+, 63-66 points = D, 60-62 points = D-, <59 points = F; Decimal points will be rounded to the nearest whole number (.50 will round up).

In more detail:

- **Team In-Class Activities:**

  “Tell me and I’ll forget. Teach me and I’ll remember. Involve me and I’ll learn”

  - W. Edwards Deming, adapted from Confucius

  We will complete six team-activities in-class during the term (weeks 1 through 6). These activities are critical to the concepts we will learn in class. As such, your participation and dedication to the activities is critical. You will be given a reading every week that can help you prepare for the activity. Additionally, many key lessons will also be learned through the experience and will be debriefed in a discussion following the experience. These activities are “scoreable,” meaning an index of group performance can be derived. You will be evaluated as a team, based on how your team’s solution or outcome compares to other teams in the class. Your grade for the team activities will be based on your best five activities for the term. That is, your lowest team score will be dropped from your overall score. Please note that if your entire group completes the activity, the lowest grade you will receive is a B- for that activity. For example, typical scoring for a class with six teams would be: 100% for highest scoring team, 96% for second place team, 92% for third place team, 88% for fourth place team, 84% for fifth place team, and 80% for the sixth or lowest performing team.

**Late Arrival Policy:**

Beginning in week 2, our teamwork activities/instructions will begin promptly at 6:10pm. **Students who arrive after 6:10pm will not be allowed to participate in the day’s activity, as this would disadvantage their entire team.** Students who arrive between 6:10pm and 6:30pm will be given the opportunity to act as an observer. They will be asked to silently observe interactions during the activity and write a 2-page reflection integrating their observations with the lessons from the day (due 72 hours after class via email to Jaclyn). **This paper will be graded with a maximum grade of 75%, and the grade will count as their score for the teamwork activity for the day.** Students will not receive any credit for the teamwork activity if they arrive after 6:30pm.
• **In-Class Discussions:** Contributing to class discussions and team activity debriefs will facilitate your learning as well as the learning of your classmates. Your contribution grade will be determined based on the quality and quantity of your contributions to the discussions. You are expected to contribute to both any smaller team-based discussion along with the discussion as an entire class. Please note that attendance is not enough to receive credit, you must participate in the learning environment of the class. Each class is worth 2 points (or 2% of your final grade), where:

<table>
<thead>
<tr>
<th>Points</th>
<th>Description</th>
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<tbody>
<tr>
<td>2</td>
<td>Student is prepared for class; Student’s contributions demonstrate knowledge of the material and presents a unique and thoughtful interpretation of the course content; Student contributes to both smaller team-based discussions along with the discussion as an entire class</td>
</tr>
<tr>
<td>1.5</td>
<td>Student is not fully prepared for class and/or contributes multiple times during class however these contributions are largely a reiteration of material and/or student’s contributions are primarily in the smaller team-based discussions</td>
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<tr>
<td>1</td>
<td>Student is not fully prepared for class and/or the student’s participation in class discussions or activities is limited</td>
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<tr>
<td>0</td>
<td>Students who are distracted (e.g., texting, emailing) during a large portion of the class will receive a 0 even if they participate at other times</td>
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• **Weekly Response Papers:** Six prompts will be provided throughout the term, one per week from week 1 through 6. Each of these prompts will ask you to reflect on the week’s topic and relate this topic to a given case study and/or relate this topic to your own experiences. You have the option of answering any three of these reflection topics/questions, however **you may not submit more than three.** Each reflection paper is worth 12 points (or, 12% of your final grade). The prompts for the reflection papers will be provided at the end of class each week. Your reflection paper must be submitted online prior to the beginning of class (for example, the prompt provided in week 1 is due at the beginning of class in week 2). NO late responses will be accepted. Responses should be approximately 2 to 3 pages double-spaced (12-point font, 1-inch margins, short header). Although this is just a guideline, papers much shorter than this likely do not contain sufficient detail whereas papers much longer than this likely could benefit from more concise arguments.

**In general:**

- A assignments will demonstrate an extremely strong understanding of the course material and will provide outstandingly insightful and clear comments. Very few (only exceptional) assignments will receive an A.
- A-/B+ assignments will utilize the course material throughout the assignment however will largely focus on reiterating points from the course rather than creatively and insightfully applying these concepts.
• B-/C+ assignments will have limited insights and the connections to the course concepts will not always be clear.
• C-/D assignments will not sufficiently address the questions/requirements and will not make connections to the course concepts.

• **Group Assignment & Presentation:** Teams will be formed during the first couple weeks of the course. Each team will be assigned a case. Together, your team will diagnose the case based on the concepts learned in this class. More details will be provided in week 2.

Each week is generally structured using the following format:

![Diagram of weekly structure]

**Attendance Policy**

Attendance at all of the class sessions are **mandatory**. Each missed class will result in a 7-point (out of 100 for this course) reduction of your course grade due to the missed activity and contribution points. If you miss one class with 24-hour notice to the professor **for an excusable reason**, you will be given the opportunity to drop the missed teamwork activity (this will count as your lowest grade and will be dropped) and write a 3-page paper to make up the missed contribution points (due 72-hours after the missed class). You will not be permitted to make-up subsequent classes. Please discuss every absence with the professor within 24-hours of missing class.

**University Code of Ethics**

See “University Code of Ethics” in the current Academic Catalog (http://catalog.bschool.pepperdine.edu)

**Originality of Work**

This course may require electronic submission of essays, papers, or other written projects through the plagiarism detection service Turnitin (http://www.turnitin.com). Turnitin is an online plagiarism detection service that conducts textual similarity reviews of submitted papers. When papers are submitted to Turnitin, the service will retain a copy of the submitted work in the Turnitin database for the sole purpose of detecting plagiarism in future submitted works. Students retain copyright on their original course work. The use of Turnitin is subject to the Terms of Use agreement posted on the Turnitin.com website. You may request, in writing, to not have your papers submitted through Turnitin. If you choose to opt-out of the Turnitin submission process, you will need to provide additional research documentation and attach additional materials (to be clarified by the instructor) to help the instructor assess the originality of your work.
Assignment Deadline Policy:

NO late assignments will be accepted, resulting in a failure for that assignment. Exceptions to this rule will only be made in the event of an extreme illness or personal emergency. If a situation such as this occurs and you cannot turn in your assignment on time, you must contact me immediately.

Policy on Disabilities

Assistance for Students with Disabilities - The Disability Services Office (DSO) offers a variety of services and accommodations to students with disabilities based on appropriate documentation, nature of disability, and academic need. In order to initiate services, students should meet with the Director of the DSO at the beginning of the semester to discuss reasonable accommodation. If a student does not request accommodation or provide documentation, the faculty member is under no obligation to provide accommodations. You may contact the Director of Disability Services at (310) 506-6500. For further information, visit the DSO Web site at: http://www.pepperdine.edu/disabilityservices/.
<table>
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<tr>
<th>Week</th>
<th>Course Notes</th>
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| 1/ Building the Team | Reading to be completed prior to class:  
  - “Collaborative Intelligence: Put the Right People on the Team” (Available through HBR Course Pack) |
| 2/ Complexities of Team Interactions | **You will need your computer in class.**  
Reading to be completed prior to class:  
  - “Lessons from Everest: The Interaction of Cognitive Bias, Psychological Safety, and System Complexity” (Available through course website on Sakai) |
| 3/ Communication & Decision Making in Teams | Reading to be completed prior to class:  
  - “Making Dumb Groups Smarter” (Available through course website on Sakai) |
| 4/ Learning, Rewards, and Conflict in Teams | Reading to be completed prior to class:  
  - “The Hidden Benefits of Keeping Teams Intact” (Available through course website on Sakai)  
  - “How Management Teams Can Have a Good Fight” (Available through HBR Course Pack) |
| 5/ Creativity in Teams; Organizational Impact on Teamwork | Reading to be completed prior to class:  
  - “Creativity and Creative Groups: Two Keys to Innovation” (Available through HBR Course Pack) |
| 6/ Modern Teams | **You will need your computer in class.**  
Reading to be completed prior to class:  
  - “Managing Yourself: Getting Virtual Teams Right” (Available through course website on Sakai) |
| 7/ Presentations | **OPTIONAL** reading to be completed prior to class:  
  - “Learning Charisma” (Available through course website on Sakai)  
  - “How to Give a Killer Presentation” (Available through course website on Sakai)  
Group Case Presentation Slides & Handout DUE at the beginning of class. |

Syllabus and course schedule are subject to change at the Professor's discretion. Any changes will be discussed in class. PowerPoint slides from class will be provided after each class.