
Course Syllabus for HRD 3306: Team Building Fall 2026

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Office Hours (in-person or *online)

Tuesdays & Thursdays: 9:00 am - 2:00 pm

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Course Overview:

This course provides an insight into the use of teams in business and industry. Topics include the purpose of teams and the team-building process, conflict resolution, talent management, and team-building activities. The course will also examine the basic structure of teams, why they are important, how they are developed, and how they are managed and evaluated.

Required Textbook/Materials:

PRINT VERSION OF TEXTBOOK: Mackin, D. (2007). *The Team Building Toolkit. 2nd Edition*. American Management Association. New York. ISBN 13: 9780814474396.

OR,

FREE DIGITAL VERSION OF TEXTBOOK: Mackin D. (2007). *The Team-Building Tool Kit: Tips and Tactics for Effective Workplace Teams 2nd Edition*. Kindle Edition. [Available free through the library PDF textbook program] or: [CLICK HERE](#)

Other learning materials will be provided by instructor in Canvas.

WEBCAM – this course will involve 3 online real-time group meetings (RTGMs) over technology (i.e., Zoom). Be sure your device has a built-in or external webcam so you can see your teammates. Also, I will require several screenshots from your RTGMs for verifying your online attendance—you will attach photos to the RTGM report form that will be uploaded in Canvas by **one** teammate.

Course Learning Objectives:

Student Learning Outcomes. At the end of the course the students will be able to:

1. Understand the purpose and the value of team building.
2. Understand when teams are important and when they are not.
3. Describe how teams are formed and how they operate.
4. Describe the 5 “C”s of Team Building.
5. Comprehend and apply the techniques and principles of conflict resolution to make teams more effective.
6. Use effective evaluation techniques to assure good team function.
7. Apply team-building activities to a service-learning or instructor-approved project.

Course Competencies

1. **Computer-Based Skills** – The student will complete written assignments using the wordprocessor as well as periodic Canvas assignments via Internet connectivity; will login inutilizing asynchronous platforms.
2. **Communication Skills** – The student will exhibit a mastery of written skills in completionof an assigned project with synchronous and asynchronous communication with classmates.
3. **Interpersonal Skills** – The student will interact in class discussions to clarify thinking regarding team building topics and interact with others for team discussions, and team deliverables/project.
4. **Problem Solving (Critical Thinking)** – The student will use conceptual thinking to analyzeand make determinations for the group project.
5. **Ethical Issues in Decision Making and Behavior** — The student will gain an appreciationof the ethics in team building. They will also learn the basics of APA, 7th Edition when citing and referencing the ideas of others in various assignments.
6. **Personal Accountability for Achievement** – The student will complete projects and activities at the time designated by the instructor, or their team; and will enter into classdiscussions.
7. **Competence in Technology Principles** – The student will demonstrate technologycompetencies as well as the benefits

Course Requirements:

Grading:

A	90-100	B	80-89	C	70-79
D	60-69	F	59 and below		

Discussion Posts:

Individual Discussion Posts – Several modules will contain discussion exercises that will be completed individually. The post will cover reflections over the assigned readings and/or activities.

Team Discussion Posts – The course will have team discussion exercises that will be completed by the team. The assignments will build components of the group project. These discussions will be conducted on the team discussion page. At the conclusion of the assignment, one team member will post the final product on the course discussion board.

Real-Time Group Meetings (RTGMs) – Three required online meetings will be held for teamwork that is completed “in real-time” meaning that your group will hold a [Zoom meeting](#) with all team members present. Documentation of the meeting will be required and is explained on the required RTGM Report form posted in the Canvas Module when RTGMs are assigned. If needed, students can opt to hold additional meetings beyond the 3 required but will not be graded.

Service-Learning Assignment – Many non-profit organizations rely heavily on service work from volunteers. Also, many companies value social responsibility initiatives. This assignment provides one way for UT Tyler students to “give back” while students gain valuable hands-on experiences. Additionally, students connect textbook learning to volunteerism. For this course, you will be asked to complete a team service-learning project that benefits a nonprofit organization. Instructor will provide several pre-approved nonprofits (including organizations that you can help from home such as typing records, i.e., [FamilySearch](#) & the [Smithsonian Transcription Center](#)), but each group can propose another 501(c)3 nonprofit organization that benefits people for Dr. McWhorter’s consideration. **Note:** A final group report about the service-learning experiences is due in the last module. In addition, students may wish to create an SL poster for extra credit.

Quizzes – Several modules will have a quiz to check for student comprehension and will be open book/open notes. Students should study the material ahead of time so they can complete the quiz within the time limit.

Final Exam – The final exam will be a 5-paragraph reflective essay covering the main aspects of the course.

Note: Assignments, Team Project, Quizzes, and Final are due at 11:59 pm on due date

Make-Up Work and Late Work – Make-Up work is allowed with a medical/official university business excuse without proper documentation. Otherwise, there will be a **50% per calendar day penalty (including weekends) for all late work not otherwise pre-authorized**. Also, email for special cases (such as military duty/training, health or family emergencies; Dr. McWhorter will ask for documentation for these special circumstances).

Writing Expectations – This course has numerous written assignments and should be free of spelling and grammatical errors, include sufficient organization, demonstrate critical thinking, and proper citing of sources and references according to **APA 7 guidelines**. If you seek assistance from the UT Tyler Writing Center, plan well in advance for them to look over your paper and offer advice. You can plan for at least two hour-long tutorials per assignment. Contact info: UT Tyler Writing Center, (903) 565-5995, email: writingcenter@uttyler.edu or website: <https://www.uttyler.edu/academics/success-services/writing-center/contact/>

Important Dates:

Census Date = **September 9, 2026**

Last Day to Withdraw from Classes = **November 2, 2026**

Use of Artificial Intelligence –

UT Tyler is committed to exploring and using artificial intelligence (AI) tools as appropriate for the discipline and task undertaken. We encourage discussing AI tools’ ethical, societal, philosophical, and disciplinary implications. All uses of AI should be acknowledged as this aligns with our commitment to honor and integrity, as noted in UT Tyler’s Honor Code. Faculty and students must not use protected information, data, or copyrighted materials when using any AI tool. Additionally, users should be aware that AI tools rely on predictive models to generate content that may appear correct but is sometimes shown to be incomplete, inaccurate, taken without attribution from other sources, and/or biased. Consequently, an AI tool should not be considered a substitute for traditional approaches to research. You are ultimately responsible for the quality and content of the information you submit. Misusing AI tools that violate the guidelines specified for this course is considered a breach of academic integrity. The student will be subject to disciplinary actions as outlined in UT Tyler’s Academic Integrity Policy.

For this course, AI is permitted only for specific assignments or situations, and appropriate acknowledgment is required. ***Note: Your group has permission to utilize an AI tool for your “Team Service-Learning Project” that is due in the last module.***

SOULES COLLEGE OF BUSINESS STATEMENT OF ETHICS

The ethical problems facing local, national and global business communities are an ever-increasing challenge. It is essential the Soules College of Business help students prepare for lives of personal integrity, responsible citizenship, and public service. In order to accomplish these goals, both students and faculty of the Soules College of Business at The University of Texas at Tyler will:

- Ensure honesty in all behavior, never cheating or knowingly giving false information.
- Create an atmosphere of mutual respect for all students and faculty regardless of race, creed, gender, age or religion.
- Develop an environment conducive to learning.
- Encourage and support student organizations and activities.
- Protect property and personal information from theft, damage and misuse.
- Conduct yourself in a professional manner both on and off campus.

ACADEMIC DISHONESTY STATEMENT

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrates a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment of the award of a degree, and/or the submission, as one's own work of material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

University regulations require the instructor to report all suspected cases of academic dishonesty to the Dean of Students for disciplinary action. In the event disciplinary measures are imposed on the student, it becomes part of the students' official school records. Also, please note that the handbook obligates you to report all observed cases of academic dishonesty to the instructor.

STUDENTS RIGHTS AND RESPONSIBILITIES

To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: <https://www.uttyler.edu/offices/student-conduct-and-intervention/student-conduct/policies/>.

GRADE REPLACEMENT/FORGIVENESS AND CENSUS DATE

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. (For fall the Census Date is **September 8**.) Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract. The Census Date (**September 8**) is the deadline for many forms and enrollment actions of which students need to be aware. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a “W” grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment
- Completing the process for tuition exemptions or waivers through Financial Aid.

STATE-MANDATED COURSE DROP POLICY

Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the 12th day of class (See Schedule of Classes for the specific date).

Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Registrar's Office and must be accompanied by documentation of the extenuating circumstance. Please contact the Registrar's Office if you have any questions.

DISABILITY SERVICES

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Tyler at Texas offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit <https://hood.accessiblelearning.com/s-UTTyler/ApplicationStudent.aspx>, and fill out the New Student application. The **Student Accessibility and Resources (SAR)** office will contact you when your application has been submitted and make an appointment for you with an Accessibility Case Manager. For more information, including filling out an application for services, please visit the SAR webpage at <https://www.utt Tyler.edu/academics/success-services/disability-services/>, the SAR office located in the University Center, #3150 or call 903.566.7079.

STUDENT ABSENCE DUE TO RELIGIOUS OBSERVANCE

Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

STUDENT ABSENCE FOR UNIVERSITY-SPONSORED EVENTS AND ACTIVITIES

If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

SOCIAL SECURITY AND FERPA STATEMENT

It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via email) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

EMERGENCY EXITS AND EVACUATION

Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire Department, or Fire Prevention Services.

UT TYLER, A TOBACCO FREE UNIVERSITY

- All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors.
- Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products.
- There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit <https://www.uttyler.edu/offices/human-resources/wellness/tobacco-cessation/>.

CONCEALED HANDGUN POLICY

"We respect the right and privacy of students who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at <https://www.uttyler.edu/about/campus-carry/>."

HELPFUL RESOURCES FOR STUDENTS

- UT Tyler Writing Center (903.565.5995), writingcenter@uttyler.edu and www.uttyler.edu/writingcenter
- Purdue University Online Writing Lab <https://owl.english.purdue.edu/owl>
- UT Tyler Tutoring Center (903.565.5964), tutoring@uttyler.edu
- The Mathematics Learning Center, RBN 4021, is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.
- UT Tyler Counseling Center (903.566.7254)

STUDENT STANDARDS OF ACADEMIC CONDUCT

Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

A. "Cheating" includes, but is not limited to:

- copying from another student's test paper;
- using, during a test, materials not authorized by the person giving the test;
- failure to comply with instructions given by the person administering the test;
- possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed "crib notes." The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test;
- using, buying, stealing, transporting, or soliciting in whole or part the contents of an unadministered test, test key, homework solution, or computer program;
- collaborating with or seeking aid from another student during a test or other assignment without authority;
- discussing the contents of an examination with another student who will take the examination;
- divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructors has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student;
- substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course related assignment;
- paying or offering money or other valuable thing to, or coercing another person to obtain an unadministered test, test key, homework solution, or computer program or information about an unadministered test, test key, home solution or computer program;
- falsifying research data, laboratory reports, and/or other academic work offered for credit;

- taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct; and
 - misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially.
- B. "Plagiarism" includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another's work and the submission of it as one's own academic work offered for credit.
- "Collusion" includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty

--See University Modules in Canvas Course for University Policies--

HRD 3306 Team Building Course Schedule and Outline Fall 2026

Dates	Content	Reading	Assignments
<u>Module 1 – Course Introduction</u>			
8/24/26-	• Course overview	• Syllabus and this tentative outline	• Discussion post: Class Introductions
9/05/26	• Academic Honesty • Getting Started	• Course Materials (Read Chapter 1 in textbook)	• Quiz 1 over Module 1 materials
<u>Module 2 – Let's Meet & Service Learning</u>			
9/08/26-	• What is Service-	Assigned Article	• Discussion post
9/19/26	Learning?	Mackin - Chapters 2 & 3	• Team Discussion post: Availability
<u>Note:</u> 9/7 Labor Day			
			• Quiz 2
			• RTGM #1 Service – Learning Project Decision
<u>Module 3 – Team Accountability, Decision Making & Problem Solving</u>			
9/21/26-	• What is Team	• Mackin - Chapters & 5	• RTGM #2 Decide who does what and begin working
10/3/26	Accountability? • Team Accountability & Problem-Solving Tools	• Business Article	• Quiz 3
<u>Module 4 – Team Scoreboards & Performance Assessments</u>			
10/05/26-	• What are Team Scoreboards?	• Mackin – Chapter 6	• Discussion post over readings
10/17/26	• What are Performance Assessments		• Quiz 4
<u>Module 5 – The Teaming Road Map</u>			
10/19/26-	• What is a Teaming Road	• Mackin - Chapter 7	• Quiz 5
10/24/26	Map?	• Assigned Articles	• Team Discussion post
<u>Team Service-Learning Project</u>			
10/26/26-	• Work on Project Report		• RTGM #3 – Team works on the Service-Learning Project
11/07/26			• Team Discussion post
<u>Module 6 – Virtual Teams</u>			
11/09/26-	• Virtual Teams	• Virtual HRD Readings	• Quiz 6
11/24/26	• Alliance Teams		• Team project draft due
& 11/30- 12/5	• Family Teams		• Discussion post
<u>Exam Week (Monday-Friday)</u>			
12/07/26-			• Team SL Project Due
12/12/26			• Final Exam (5-paragraph reflective essay)

*This is a tentative course outline. Instructor reserves the right to adjust this schedule to promote learning and if adjustment is needed, students will be notified through an Announcement in the Canvas course.