

The University of Texas at Tyler  
College of Business and Technology  
Department of Human Resource Development and Technology

**Syllabus**

Course: HRD 3306  
Title: Team Building  
Section: 060  
Semester: Spring, 2020  
Class Time: On-line

Instructor: Tommy Gilbreath  
Office: [Click here to enter text.](#)  
Office Hours: By appointment  
Other Availability: Contact Professor  
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Preferred Contact: By Email

Course Outline

- A. The basics of team building
  - 1. History of team building
    - a. Hawthorne studies
    - b. Organizational Development
    - c. Group dynamics
  - 2. The purpose and value of team building
    - a. Silo management
    - b. Team building analogies
    - c. Benefits of teams
  - 3. Barriers to team building
    - a. Authority problems
    - b. Misplaced values
  - 4. Characteristics of teams
    - a. How a team functions
    - b. Team requirements
  - 5. Types of teams
    - a. Project teams
    - b. Self-directed work teams
    - c. Cross functional teams
    - d. Tiger teams
- B. The team building process
  - 1. Orientation
    - a. Work issues
    - b. Personal issues
  - 2. Distribution of power
    - a. Work issues
    - b. Personal issues
  - 3. Production and feedback
    - a. Work issues
    - b. Personal issues
  - 4. Team communication
    - a. Brainstorming

- b. Problem solving
- c. Decision making and critical thinking

### C. Managing conflict in teams

- 1. Defining conflict
- 2. Handling conflict
- 3. Team troublemakers
- 4. Negative aspects of conflict
- 5. The place of emotion in conflict resolution
- 6. Communication in conflict resolution
  - a. Reflective listening
  - b. I and you messages
- 7. Assertiveness
- 8. Win-win approach

### D. Talent management

- 1. Talent, skill, and ability
- 2. Assessing talent
- 3. Recruiting talent
  - a. Branding
  - b. Engagement and empowerment
- 4. Developing talent
- 5. Retaining talent
- 6. Training and coaching
- 7. Team engagement

### E. Team evaluation

- 1. Value of evaluation
- 2. Problems of evaluation
- 3. Assessing the success of teams
- 4. Team evaluation and team member evaluation\
- 5. Standards of evaluation
- 6. Results-based evaluation
- 7. Suggestions for evaluation

### F. Virtual teams

- 1. Myths of virtual teams
- 2. Advantages and challenges of virtual teams
- 3. Needs, skills, and tools
- 4. Virtual team maturity curve

## **Course Learning Objectives:**

Goals for the course

- 1. To understand the purpose and the value of team building.
- 2. To understand when teams are important and when they are not.
- 3. To learn how teams are formed and how they operate.
- 4. To learn the phases of team building.
- 5. To apply the principles of conflict resolution to make teams more effective.
- 6. To comprehend the value of and the techniques of conflict resolution.
- 7. To understand the application of talent management so the best team members can be recruited.
- 8. To learn to use effective evaluation techniques to assure good team function.

9. To apply team building activities.

**Grading Policy and Criteria to Determine Final Course Grade:**

Participation 22% Team assignments 22% Term paper 10% Individual term paper participation 10%  
Quizzes 36%

**Date of Final Exam:**

**4/28/2020**

**Date to Withdraw without Penalty:**

**3/30/2020**

**Calendar/Schedule:**

Monday, January 13, 2020	Classes Begin
Thursday, January 16, 2020	M1.0 due;
Monday, January 20, 2020	No Class, MLK Day
Thursday, January 23, 2020	M1.1 due;
Monday, January 27	Census Date
Thursday, January 30, 2020	M1.2 Due
Friday, January, 31, 2020	Begin Module 2
Thursday, February, 6, 2020	M2.1 due
Thursday, February, 13, 2020	M2.2 Due
Friday, February 14, 2020	Quiz 1
Monday, February 17, 2020	Begin Module 3
Monday, February 24, 2020	M3.1 due
Tuesday, March 3, 2020	M3.2 Due
Wednesday, March 4, 2020	Begin Module 4
March 9-13, 2020	Spring Break
Thursday, March 19, 2020	M4.1 due
Thursday, March 26, 2020	M4.2 due
Friday, March 27, 2020	Quiz 2
Monday, March 30, 2020	Begin Mod 5, Last date to withdraw
Monday, April 6, 2020	M5.1 due
Friday, April 10, 2020	Term paper due
Tuesday April 14, 2020	M5.2 due
Wednesday April 22, 2020	M5.3 due
Monday April 27, 2020	Study day
Tuesday, April 28, 2020	Quiz 3

**Attendance and Make-Up Policy:**

Attendance is required and make-up work is permitted only under emergency situations.

**Required Textbooks, Materials, and Supplies:**

Mackin, Deborah. (2007). The team building toolkit. Second Ed. New York: AmaCom.

**Required Activities Scheduled Outside of Regularly-Scheduled Class time (fees, tickets, procedures and/or forms required):**

Work together on line with team members on module assignments and term paper.

**Department Website:**

[www.uttyler.edu/hrdt](http://www.uttyler.edu/hrdt)

**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: <http://www.uttyler.edu/wellness/StudentRightsandResponsibilities.html>

**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 federal law, a student requesting accommodation must provide documentation of his/her disability to the Disability Support Services counselor. If you have a disability, including a learning disability, for which you request an accommodation, please contact Disability Support Services office in UC 282, 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 e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

**UT Tyler Honor Code**

Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal,

nor to accept the actions of those who do. 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:

<http://www.uttyler.edu/wellness/rightsresponsibilities.php>

**Campus Carry**

We respect the right and privacy of students 21 and over 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 <http://www.uttyler.edu/about/campus-carry/index.php>

## 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 [www.uttyler.edu/tobacco-free](http://www.uttyler.edu/tobacco-free).

### **Grade Replacement/Forgiveness and Census Date Policies**

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 Spring, the Census Date is January 27, 2020.) 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 (Monday, January 27, 2020) 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

### **Student Accessibility and Resources**

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University offers accommodations to students with learning, physical and/or psychiatric disabilities. If you have a disability, including non-visible disabilities such as chronic diseases, learning disabilities, head injury, PTSD or ADHD, or you have a history of modifications or accommodations in a previous educational environment you are encouraged to contact the Student Accessibility and Resources (SAR) office and schedule an interview with the Accessibility Case Manager/ADA Coordinator, Cynthia Lowery Staples. If you are unsure if the above criteria applies to you, but have questions or concerns please contact the SAR office. For more information or to set up an appointment please visit the SAR office located in the University Center, Room 3150 or call 903.566.7079. You may also send an email to [cstaples@uttyler.edu](mailto:cstaples@uttyler.edu)

### **Student Standards of Academic Conduct**

Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to,

i. 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.

“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 instructor 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.

ii. “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.

iii. “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.

iv. All written work that is submitted will be subject to review by Turnitin, available on Canvas.

### **UT Tyler Resources for Students**

- UT Tyler Writing Center (903.565.5995), [writingcenter@uttyler.edu](mailto:writingcenter@uttyler.edu)
- UT Tyler Tutoring Center (903.565.5964), [tutoring@uttyler.edu](mailto:tutoring@uttyler.edu)
- The Mathematics Learning Center, RBN 4021, this 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)