

**ITT Technical Institute**  
**BU473**  
**Management of Corporate and Virtual  
Teams**  
**Onsite Course**

**SYLLABUS**

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**Credit hours:** 4

**Contact/Instructional hours:** 40 (40 Theory Hours)

**Prerequisite(s) and/or Corequisite(s):**

Prerequisites: BU352 Principles of Management, GE347 Group Dynamics or equivalent

**Course Description:**

This course presents skills used to effectively and efficiently manage teams in a business setting. Emphasis is on managing both internal and external teams, empowering team members and cooperation versus competition.

# SYLLABUS

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Instructor: \_\_\_\_\_

Office hours: \_\_\_\_\_

Class hours: \_\_\_\_\_

## Major Instructional Areas

1. High Performance Teams
2. Setting up and Running the High Performance Teams
3. Dealing with Problems Regarding Teams
4. Leadership of High Performance Teams
5. Redirecting High Performance Teams

## Course Objectives

1. Explain the importance of teams in an organization.
2. Explain essential conditions for successful team performance in today's competitive and global business environment.
3. Analyze the responsibilities involved in managing an effective team.
4. Examine how team members communicate and develop collective team intelligence.
5. Evaluate the processes and practices that lead to faulty team decision making.
6. Analyze how leveraging differences creates an opportunity for teams in an organization.
7. Evaluate the creative process that seeks to maximize synergies and minimize threats to performance.
8. Evaluate the impact of the Kaizen approach on multiple functional parts of the organization.
9. Analyze the importance of external and internal dynamics in a team.
10. Analyze why leadership is necessary for effective teamwork.
11. Examine individual and team identity, interteam relationships, and biases associated with intergroup conflict.
12. Analyze the challenges faced by virtual teams.
13. Examine the impact of information technology on local, global, and virtual teams.

## Related SCANS Objectives

1. Apply new knowledge and skills.
2. Specify goals and constraints, generate alternatives, consider risks, and evaluate and choose the best alternatives.
3. Acquire, organize, analyze, and communicate information and its implications.
4. Use the Internet or the ITT Tech Virtual Library to acquire, organize, and analyze information.

## Teaching Strategies

The curriculum is designed to promote a variety of teaching strategies that support the outcomes described in the course objectives and to foster higher cognitive skills. Delivery makes use of various media and delivery tools in the classroom.

This course is designed to provide students "real world" skills used to effectively and efficiently manage teams in a business setting. The entire learning is based on teaching the students the specific skills that they need to know in order to perform specific tasks. The students are also introduced to a more in-depth approach to the concepts of group work and virtual teams and the ways of managing them to achieve the

business goals and objectives. For this purpose, it is important to use “real world” examples and equate the learning to practical applications to make the learning process interesting for the students.

This course requires submitting a project and writing assignments that include analyzing case studies related to the study of business environment. In addition, there are lot of in-class activities created to increase the comfort level of the students and to enable them to work on their specific projects.

## Course Resources

### Student Textbook Package

- Thompson, L. L. (2009). *Making the Team: A Guide for Managers* (Custom 2nd ed.). Upper Saddle River, NJ: Prentice Hall.

## References and Resources

### ITT Tech Virtual Library

Log on to the ITT Tech Virtual Library (<http://www.library.itt-tech.edu/>) to access online books, journals, and other reference resources selected to support ITT Tech curriculums.

### ■ General References

#### • Books

The following books are related to this course and are available through the ITT Tech Virtual Library

### Books> Ebrary

- Croasdell, David, Andrea Fox, and Suprateek Sarker. *Systems Development by Virtual Project Teams: A Comparative Study of Four Cases*. Hershey, PA: Idea Group Publishing, 2002.
- Earley, P. Christopher, and Cristina B. Gibson. *Multinational Work Teams: A New Perspective*. Mahwah, NJ: Lawrence Erlbaum Associates, 2002.
- Edwards, Abigail, and John R. Wilson. *Implementing Virtual Teams: A Guide to Organizational and Human Factors*. Burlington, VT: Gower Publishing Limited, 2004.
- Fong, Michelle W. L. *E-Collaborations and Virtual Organizations*. Hershey, PA: IRM Press, 2004.
- Gignac, Francine. *Building Successful Virtual Teams*. Norwood, MA: Artech House, Inc., 2004.
- Godar, Susan H., and Sharmila Pixy Ferris. *Virtual and Collaborative Teams*. Hershey, PA: Idea Group Publishing, 2004.
- Jones, Robert, Robert Oyung, and Lise Pace. *Working Virtually: Challenges of Virtual Teams*. Hershey, PA: Cybertech Publishing, 2005.
- Kock, Ned. *Business Process Improvement Through E-Collaboration: Knowledge Sharing Through the Use of Virtual Groups*. Hershey, PA: Idea Group Publishing, 2005.
- Sheard, A.G., and A.P. Kakabadse. *A Process Perspective on Leadership and Team Development*. Emerald Group Publishing Limited, 2004.

- Snair, Scott. *Stop the Meeting I Want to Get Off!: How to Eliminate Endless Meetings While Improving Your Team's Communication, Productivity, and Effectiveness*. McGraw-Hill Professional, 2003.

All links to Web references outside of the ITT Tech Virtual Library are always subject to change.

#### ■ **Other Resources**

- Bell, Arthur H. *Developing Leadership Abilities*. Boston, MA: Prentice Hall, 2002.
- Colenso, Michael. *Kaizen Strategies for Improving Team Performance: How to Accelerate Team Development and Enhance Team Productivity*. Boston, MA: Financial Times Prentice Hall, 2000.
- Duarte, Deborah L., and Nancy T. Snyder. *Mastering Virtual Teams*. Hoboken, NJ: Jossey-Bass, 2000.
- Fisher, Kimball, and Mareen Fisher. *The Distance Manager: A Hands on Guide to Managing Off-Site Employees and Virtual Teams*. NY: McGraw-Hill Trade, 2000.
- Gibson, Cristina B., and Susan G. Cohen, eds. *Virtual Teams That Work: Creating Conditions for Virtual Team Effectiveness*. Hoboken, NJ: Jossey-Bass, 2003.
- Goetsch, David L., and Stanley B. Davis. *Total Quality Handbook*. Boston, MA: Prentice Hall, 2001.
- Goetsch, David L. *Effective Supervision: A Guidebook for Supervisors, Team Leaders, and Work Coaches*. Boston, MA: Prentice Hall, 2002.
- Goldsmith, Marshall, Vijay Govindarajan, Beverly Kaye, and Albert A. Vicere. *The Many Facets of Leadership*. Boston, MA: Prentice Hall, 2003.
- Katzenbach, Jon R., and Douglas K. Smith. *The Wisdom of Teams: Creating the High-Performance Organization*. Boston, MA: Harvard Business School Press, 2003.
- Lareau, William. *Office Kaizen: Transforming Office Operations into a Strategic Competitive Advantage*. Milwaukee, WI: American Society for Quality; July 2002.
- Maxwell, John C. *Developing the Leader within You*. Nashville, TN: Thomas Nelson, 2000.
- Maxwell, John C. *The 17 Essential Qualities of a Team Player Becoming the Kind of Person Every Team Wants*. Nashville, TN: Thomas Nelson, 2002.
- McKenna, Patrick J., and David H. Maister. *First Among Equals: How to Manage a Group of Professionals*. New York, NY: Free Press, 2003.
- Robbins, Stephen P. *The Truth About Managing People...And Nothing But the Truth*. Boston, MA: Prentice Hall, 2002.
- Roth, William F. *Ethics in the Workspace: A Systems Perspective*. Boston, MA: Prentice Hall, 2002.
- Schwarz, Roger. *The Skilled Facilitator*, Hoboken, NJ: Jossey-Bass 2002.

### ■ Internet Resources

- **Accel-team**  
<http://www.accel-team.com>  
Team building exercises, management techniques, and motivation to increase productivity in your organization
  
- **Virtual Organization**  
<http://www.seanet.com>  
Virtual teams, which interact electronically and may meet face to face occasionally.
  - A–Z List of all Business Resources
  - Business–General
  - Business and Industry Statistics
  - Government Information
  - International Business
  - Meta Sites and Business Portals
  - Pacific Northwest Business
  - Small Business/HomeOffice

### ■ Periodicals

The following periodicals are appropriate for accounting professionals:

- **Fortune**
- **Forbes**
- **Business Week**
- **Wall Street Journal**
  
- “**Business Week**” can be ordered online at:  
<http://www.businessweek.com>
  
- “**People Management**” can be ordered online at:  
[www.peoplemanagement.co.uk](http://www.peoplemanagement.co.uk)
  
- “**Business 2.0**” can be ordered online at:  
<http://www.business2.com>
  
- “**Harvard Business Review**” can be ordered online at:  
<http://harvardbusinessonline.com>
  
- “**Fast Company Magazine**,” which can be read online at: <http://www.fastcompany.com>  
and MIT Sloan Management Review

All links to Web references outside of the virtual library are always subject to change without prior notice.

## Evaluation & Grading

### COURSE REQUIREMENTS

1. **Attendance and Participation**  
Regular attendance and participation are essential for satisfactory progress in this course.
2. **Completed Assignments**  
Each student is responsible for completing all assignments on time.
3. **Team Participation (if applicable)**  
Each student is responsible for participating in team assignments and for completing the delegated task. Each team member must honestly evaluate the contributions by all members of their respective teams.

### Evaluation Criteria Table

The final grade will be based on the following weighted categories:

CATEGORY	WEIGHT
Participation	10%
Writing Assignments	20%
Analysis	20%
Project 1	10%
Project 2	10%
Project 3	5%
Final Exam	25%
<b>Total</b>	<b>100%</b>

### Grade Conversion Table

Final grades will be calculated from the percentages earned in class as follows:

Grade	Percentage	Credit
A	90–100%	4.0
B+	85–89%	3.5
B	80–84%	3.0
C+	75–79%	2.5
C	70–74%	2.0
D+	65–69%	1.5
D	60–64%	1.0
F	<60%	0.0

### Course Outline

Notes

- **Unit 1:** All the concepts will be covered in the class; therefore, the specified readings are merely for your reference.

- **For all units, except unit 1:** It is recommended that you complete the readings before attending the class.
- In addition to general class participation and in-class activities, all discussion questions will be graded under the Participation evaluation category.

Unit #	Activities for the unit
1—Introduction to Teams	<ul style="list-style-type: none"> <li>• <b>Content Covered</b> <ul style="list-style-type: none"> <li>○ Chapter 1, “Teams in Organizations: Facts and Myths,” pp. 3–20</li> </ul> </li> <li>• <b>Writing Assignment: 1</b></li> </ul>
2—Team Performance and Productivity	<ul style="list-style-type: none"> <li>• <b>Content Covered</b> <ul style="list-style-type: none"> <li>○ Chapter 2, “Performance and Productivity: Team Performance Criteria and Threats to Productivity,” pp. 21–41</li> </ul> </li> <li>• <b>Writing Assignments: 1 and 2</b></li> </ul>
3—Building the Team	<ul style="list-style-type: none"> <li>• <b>Content Covered</b> <ul style="list-style-type: none"> <li>○ Chapter 4, “Building the Team: Tasks, People, and Relationships,” pp. 71–97</li> </ul> </li> <li>• <b>Writing Assignment: 1</b></li> </ul>
4—Kaizen Approach	<ul style="list-style-type: none"> <li>• <b>Content Covered</b> <ul style="list-style-type: none"> <li>○ ITT Tech Virtual Library&gt; Periodicals&gt; EBSCOhost: <ul style="list-style-type: none"> <li>▪ “The Kaizen 13.” <i>Industrial Engineer: IE 38</i>, no. 4 (April 2006) pp. 33-34</li> </ul> </li> </ul> </li> <li>• <b>Project 1: Start</b></li> </ul>
5—Sharpening the Team Mind: Communication and Collective Intelligence	<ul style="list-style-type: none"> <li>• <b>Content Covered</b> <ul style="list-style-type: none"> <li>○ Chapter 5, “Sharpening the Team Mind: Communication and Collective Intelligence,” pp. 98–125</li> <li>○ ITT Tech Virtual Library&gt; Periodicals&gt; EBSCOhost: <ul style="list-style-type: none"> <li>▪ Bazerman, Max H., and Dolly Chugh. “Decisions without Blinders.” <i>Harvard Business Review</i> 84, no. 1 (January 2006): pp. 88–97, 10p, 3c; (AN 19117752).</li> <li>▪ Hawaleshka, Danylo, and Maclean's. “A culture at fault.” 116, no. 36 (September 2003): p. 15, 3/4p, (AN 10728320).</li> <li>▪ Werhane, Patricia H. “Engineers and Management: The Challenge of the Challenger Incident.” <i>Journal of Business Ethics</i> 10, no. 8 (August 1991): pp. 605–616, 12p; (AN 5404073).</li> </ul> </li> </ul> </li> <li>• <b>Analysis: 1</b></li> </ul>
6—Decision Making in Teams: Pitfalls and Solutions	<ul style="list-style-type: none"> <li>• <b>Content Covered</b> <ul style="list-style-type: none"> <li>○ Chapter 6, “Team Decision Making: Pitfalls and Solutions,” pp. 126–155</li> </ul> </li> <li>• <b>Writing Assignment: 1</b></li> <li>• <b>Project 1: Submit</b></li> </ul>
7—Conflict in Teams	<ul style="list-style-type: none"> <li>• <b>Content Covered</b> <ul style="list-style-type: none"> <li>○ Chapter 7, “Conflict in Teams: Leveraging Differences to Create Opportunity,” pp. 156–176</li> <li>○ Chapter 8, “Creativity: Mastering Strategies for High Performance,” pp. 177–205</li> </ul> </li> <li>• <b>Analysis: 1</b></li> <li>• <b>Project 2: Start</b></li> </ul>

Unit #	Activities for the unit
8—Challenges in Virtual Teams	<ul style="list-style-type: none"> <li>• <b>Content Covered</b> <ul style="list-style-type: none"> <li>○ Chapter 12, “Teamwork via Information Technology: Challenges and Opportunities,” pp. 275–298</li> </ul> </li> <li>• <b>Analysis: 1</b></li> <li>• <b>Project 3: Start</b></li> </ul>
9—Networking, Social Capital, and Interteam Relations	<ul style="list-style-type: none"> <li>• <b>Content Covered</b> <ul style="list-style-type: none"> <li>○ Chapter 9, “Networking, Social Capital, and Integrating across Teams,” pp. 209–230</li> <li>○ Chapter 11, “Interteam Relations: Competition and Cooperation,” pp. 258–273</li> <li>○ ITT Tech Virtual Library&gt; Periodicals&gt; EBSCOhost:                             <ul style="list-style-type: none"> <li>▪ Towry, Kristy L. “Control in a Teamwork Environment—The Impact of Social Ties on the Effectiveness of Mutual Monitoring Contracts.” <i>Accounting Review</i> 78 no. 4 (October 2003): 1069–1095, 27p; (AN 11721399).</li> </ul> </li> </ul> </li> <li>• <b>Analysis: 1</b></li> <li>• <b>Project 3: Submit</b></li> </ul>
10—Leadership	<ul style="list-style-type: none"> <li>• <b>Content Covered</b> <ul style="list-style-type: none"> <li>○ Chapter 10, “Leadership: Managing the Paradox,” pp. 232–257</li> </ul> </li> <li>• <b>Project 2: Submit</b></li> </ul>
11—Review and Final Exam	<ul style="list-style-type: none"> <li>• <b>Final Exam</b></li> </ul>