MGT 18: MANAGING DIVERSE TEAMS

STUDENT CLASS: Undergraduate, Lower Division Standing
DEI REQUIREMENT: This course fulfills the UCSD DEI graduation requirement
TERM: FALL 2014
TIME AND ROOM: Tuesdays and Thursdays 8:00 to 9:20 PM Otterson Hall 1S113 (Rady)

PROFESSOR: Mary A. McKay
OFFICE ROOM: Otterson Hall (Rady) 2E121
OFFICE HOURS: Tuesdays and Thursdays 11:00 AM to noon AND 2:00 to 3:00 (No Thursday afternoon OHs on 10/9, 10/16, 10/30, 11/6, and 11/13)

YOUTUBE CHANNEL: YouTube marymckay4

CLASS EMAIL ACCOUNT
Section A: mgt18a@gmail.com
(PLEASE DO NOT USE TED FOR EMAILING. ALWAYS USE COURSE EMAIL ACCOUNT)

ACADEMIC ADVISOR FOR RADY UNDERGRADUATE PROGRAMS: Hillary Flocke
EMAIL: undergrad@rady.ucsd.edu
OFFICE: Otterson Hall 2E113 – Student Services Area
WALK-IN HOURS: Tuesdays and Thursdays 9:00 AM to Noon AND Wednesdays 1:00 to 4:00 PM

TEACHING ASSISTANT:
SECTION A: Rebecca Fisher
OFFICE AND OFFICE HOURS: see announcements on TED
EMAIL: see above for class email accounts

DESCRIPTION

Managing Diverse Teams, a study of teams in the workplace, is informed by the rich and varied experiences of a modern workforce made up of people different in culture, gender, age, language, religion, education, and more. The purpose of the course is to explore diversity within and among teams. Why are diverse teams integral to the success of today's organizations? What are the essential interpersonal communication skills for team members? What is the impact of emotional, social and cultural intelligence on team success? For team leaders, what are the contributions and challenges of diversity? What is the direction of future practice?

The course has been grounded in research literature and practice. Early readings on diversity promote a positive approach to our study, recognize the innate tension that exists where there are differences and similarities among people, and move beyond early models and theories to influential works of the new millennium. Subsequent weeks focus on teams in today’s modern organizations and global team leadership, and will include: social identity theory as a basis for understanding individual behavior in groups and teams; essential skills for team membership (taught with an emphasis on listening, conflict management and feedback); emotional, social and cultural intelligence; leading 21st century teams; and new frontiers in research and practice.
OBJECTIVES

- To understand the role and importance of teams in the modern workplace
- To embrace the tension of diversity typical in the modern workplace
- To review contemporary literature on diversity as it pertains to workplace teams
- To understand how diverse teams are formed and developed
- To understand how diverse teams differ from homogeneous teams
- To understand how diverse teams develop better decisions
- To explore course readings through an 8-week journal/written dialogue with a partner
- To grow in critical thinking and writing skills, and cooperative work behaviors
- To grow in self-awareness and understanding about what it means to be a productive member and/or a successful leader of a group or team

REQUIRED MATERIALS

Required Online Purchase


To purchase the course reader, please follow the instructions found in the announcements on TED. This reader is NOT available in the UCSD Bookstore.

BLOG POSTS

There are a number of blog posts in your required reading (as early as Week 1). These are NOT in your reader but do show on the syllabus and in the Table of Contents for your reader.

Easy ways to access blogs:

- Via links in the syllabus
- On TED via links in the content folder for the week each blog is required.
- Via Google search (author/title).

Create a free account on HBR.org. The blog network is excellent and you will have more freedom on the site.

TED

I rely on the course website to communicate with students, so plan to check it daily. I use the announcement function regularly and I will hold you responsible to stay up to date with all information.
**SCHEDULE** (subject to change at the discretion of the instructor)

<table>
<thead>
<tr>
<th>WEEKS 1-10</th>
<th>DATE</th>
<th>TOPICS AND ACTIVITIES</th>
<th>ASSIGNED READING AND DUE DATES</th>
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<tbody>
<tr>
<td>Week 1</td>
<td>Thursday</td>
<td>Syllabus and course requirements</td>
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<td></td>
<td>October 2</td>
<td></td>
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<td></td>
<td>Tuesday</td>
<td>The Business Case for Diversity</td>
<td>Readings 1-3*</td>
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<td>October 7</td>
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<td>*See Assigned Readings below for details.</td>
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<td>PJ Submission #1 Due</td>
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<td>Week 2</td>
<td>Thursday</td>
<td>An Introduction to Groups and Teams</td>
<td>Readings 4-5*</td>
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<td>October 9</td>
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<td>*See Assigned Readings below for details.</td>
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<td>Tuesday</td>
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<td>October 14</td>
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<td>Readings 6-7*</td>
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<td>*See Assigned Readings below for details.</td>
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<td>PJ Submission #2 Due</td>
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<td>Week 3</td>
<td>Thursday</td>
<td>Social Identity Theory: Understanding Individual Behavior in Groups and Teams</td>
<td>Readings 8-10*</td>
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<td></td>
<td>October 16</td>
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<td>Complete Homework assignments #1 and # 2 found on TED&gt;Content&gt;Week 3. Be prepared to discuss in class.</td>
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<td>Social Identity Profile worksheet is found in your reader.</td>
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<td>Tuesday</td>
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<td>October 21</td>
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<td>Readings 11-12*</td>
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<td>Complete Homework assignment #3 found on TED&gt;Content&gt;Week 3. Be prepared to discuss in class.</td>
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<td>PJ Submission #3 Due</td>
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| Week 4 | Thursday  
  October 23 | Understand Before You Are Understood: Essential Skills for Team Membership | Readings 13-14* |
|--------|--------------|----------------------------------------------------------------|-----------------|
| Tuesday  
  October 28 | | Readings 15-16*  
  PJ Submission #4 Due |
| Week 5 | Thursday  
  October 30 | Intelligences: Emotional, Social, and Cultural | Readings 17-19* |
| Tuesday  
  November 4 | | Reading 20*  
  PJ Submission #5 Due |
| Week 6 | Thursday  
  November 6 | MIDTERM EXAM | No Assigned Reading |
| Tuesday  
  November 11 | Extreme Team Leadership  
  NO CLASS  
  VETERANS DAY | Reading 21-22*  
  THERE IS NO PJ #6 |
| Week 7 | Thursday  
  November 13 | Leading 21st Century Teams, Part 1 | Readings 23-25* |
| Tuesday  
  November 18 | | Readings 26*  
  PJ Submission #7 Due  
  (Week 7 readings only) |
| Week 8 | Thursday  
  November 20 | Leading 21st Century Teams, Part 2 | Readings 27-29* |
| Tuesday  
  November 25 | | Readings 30-31*  
  PJ Submission #8 Due |
| Week 9 | Tuesday  
  December 2 | The Future of Teams | Readings 32-33* |
| Thursday  
  December 4 | | Readings 34-35*  
  PJ Submission #9 Due |
<table>
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<tr>
<th>Week 10</th>
<th>Tuesday December 9</th>
<th>Becoming a Global Team Leader</th>
<th>Readings 36-38*</th>
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<td>Thursday December 11</td>
<td>Final Exam Q+A Session</td>
<td>No assigned readings.</td>
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<td>There is NO PJ #10</td>
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<td>Final Essay DUE</td>
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<td>See below for more Information.</td>
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<tr>
<th>FINAL ESSAY</th>
<th>Final Essay Due Thursday, 12/11 8:00 AM</th>
<th>Final Essay covers Weeks 1-10</th>
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<tr>
<td></td>
<td>Use Turnitin Submission Link on TED</td>
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<tr>
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<td>Tuesday, 12/16 8:00 AM</td>
<td>Objective Exam covers Weeks 6-10</td>
<td>1.5 hours total time</td>
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ASSIGNMENTS

Reading: Reading is assigned for each class session with the exception of the day of the midterm. A reading guide for each week will be available in the course reader. You are not required to answer the questions included in the reading guide. They are meant to get you thinking.

Partner Journal (30%): Students will be assigned into pairs during the first day or two of class. Each student pair will work together on a Partner Journal (PJ) that will last the full quarter. A detailed assignment description is posted on the course website (Content> Partner Journal).

Exams (25% + 25%): See course schedule for dates and times. The mid-term exam will cover Weeks 1-5. The final exam will cover Weeks 6-10. Midterm and Final exams will include multiple choice and true/false questions.

Final Essay (10%): The final essay is a take-home essay prompt (covering Weeks 1-10) due on the day of the last class meeting before we begin class. The essay will be submitted via a Turnitin link on TED.

Attendance (6%), Course Quiz (1%), Behavioral Lab (2%) and CAPE Evaluation (1%): Attendance is required and will be tracked with a sign-in sheet. There is no penalty for the first absence. See TED for detailed information on other items.
COURSE POLICIES

ATTENDANCE AND PREPARATION: This course is very interactive and combines lecture, group discussion, partner dialogue and small group activities to facilitate learning. All components of the learning experience are designed to complement the reader and all material is fair game for exams. Reading must be completed before class on the day it is assigned. Regular attendance is required and recorded.

PARTICIPATION: Class participation (individual contribution to exercises and discussion, etc.) is an important part of the learning experience. Please be prepared to contribute with insight, curiosity, and critique.

ABSENCES: If you miss a class, plan to check with your journal partner to learn what was missed.

EXAM AND OTHER DUE DATES: All due dates are firm. Late submittals are rarely accepted except under the most extenuating circumstances. Midterm and final exam dates are firm. Only the most extenuating circumstances would be cause for a make-up opportunity and would require approved documentation.

LAPTOPS AND CELL PHONES: Laptops, iPads, phones etc. are NOT permitted for use during class time [http://www.fastcodesign.com/3029713/the-best-way-to-remember-something-take-notes-by-hand](http://www.fastcodesign.com/3029713/the-best-way-to-remember-something-take-notes-by-hand)

GRADING

<table>
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<tr>
<th>Assignments</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Exams (I)</td>
<td>50%</td>
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<tr>
<td>Midterm (I)</td>
<td>25%</td>
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<tr>
<td>Final (I)</td>
<td>25%</td>
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<tr>
<td>Final Essay (I)</td>
<td>10%</td>
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<td>WPJ - Weekly Partner Journal (C)</td>
<td>30%</td>
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<td>Attendance (I), Behavioral Lab (I), Course Quiz (I) and CAPE (I)</td>
<td>10%</td>
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<td>TOTAL</td>
<td>100%</td>
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KEY:
I – Independent, individual work only. No collaboration or consultation allowed.
G – Students may work together in groups and turn in one project or assignment for the entire group.
C – Collaboration with classmates is allowed. However, each student must submit for an individual grade.
GRADE SCALE FROM TED

- Between 97 and 100 = A+
- Between 94 and less than 97 = A
- Between 90 and less than 94 = A-
- Between 87 and less than 90 = B+
- Between 84 and less than 87 = B
- Between 80 and less than 84 = B-
- Between 77 and less than 80 = C+
- Between 74 and less than 77 = C
- Between 70 and less than 74 = C-
- Between 67 and less than 70 = D+
- Between 64 and less than 67 = D
- Between 60 and less than 64 = D-
- Less than 60 = F

A 70 or above is required to pass.

**Notes:**

1. Raw scores and percentages are released through TED MyGrades in a timely manner.
2. Grading and/or recording errors must be reported within 7 days of appearing on MyGrades.
3. If a curve is required, it will be applied after the final exam on the cumulative percentage for the quarter. I have used a curve only once, so please do not anticipate this happening.
4. The grade scale is firm and there is no opportunity for extra credit.
5. THERE WILL BE NO GRADE NEGOTIATING AT THE END OF THE QUARTER.

PASS/NO PASS STUDENTS

The choice to take any course pass/no pass can be helpful for students with a particularly difficult course load overall (Please note: Rady minor students who choose this course as an elective toward minor requirements are excluded from this option.) If you are eligible and have chosen pass/no pass, it is important to approach the course requirements with a thoughtful strategy. My goal is for you to learn the course content in a meaningful way. I hope your goal is the same, although I appreciate your desire to reduce the workload. You will need a 69.5% to pass. With this in mind, I would emphasize the following list in order to make a strong start. Your approach to the remainder of the course requirements should be personalized to your strengths.

- Attend all classes
- Complete the Course Quiz
- Complete all readings on time
- Complete all Partner Journal submissions with your full effort
- Participate in the Behavioral Lab
- Complete a CAPE evaluation (available late in the quarter)

This gets you off to a solid start in the course (but is not nearly enough to pass), and helps you to prepare for the midterm by staying up-to-date with the readings. Once midterm results are available, you will have a sense of how to approach your preparation for the final and final essay. If you are attending, reading, and writing, I am confident you are learning and would be happy to discuss your personal strategy with you before or after the midterm and/or final exam.

ACADEMIC INTEGRITY

Integrity of scholarship is essential for an academic community. As members of the Rady School, we pledge ourselves to uphold the highest ethical standards. The University expects that both faculty and students will honor this principle and in so doing protect the validity of University intellectual work. For students, this means that all
academic work will be done by the individual to whom it is assigned, without unauthorized aid of any kind. The complete UCSD Policy on Integrity of Scholarship can be viewed at:
https://students.ucsd.edu/academics/academic-integrity/index.html

How the Honor Code applies to this course:

Students in Organizational Leadership will be expected to complete all coursework within the spirit and letter of the Honor Code and the Academic Integrity policies of the Rady School and the University. Plagiarism and cheating on exams are serious offenses. Please see your instructor if you have any questions or concerns.

STUDENTS WITH DISABILITIES

A student who has a disability or special need and requires an accommodation in order to have equal access to the classroom must register with the Office for Students with Disabilities (OSD). The OSD will determine what accommodations may be made and provide the necessary documentation to present to the professor. The student must present the OSD letter of certification and OSD accommodation recommendation to the professor in order to initiate the request for accommodation in classes, examinations, or other academic program activities. No accommodations can be implemented retroactively. Please visit the OSD website for further information or contact the Office for Students with Disabilities at (858) 534-4382 or osd@ucsd.edu.
REQUIRED READINGS

All bolded items are in the reader. Others can be found via links embedded here and on TED (see Content folders by week).

WEEK 1: THE BUSINESS CASE FOR DIVERSITY


WEEK 2: AN INTRODUCTION TO GROUPS AND TEAMS


WEEK 3: SOCIAL IDENTITY THEORY: UNDERSTANDING INDIVIDUAL BEHAVIOR IN GROUPS AND TEAMS

WEEK 4: UNDERSTAND BEFORE YOU ARE UNDERSTOOD: ESSENTIAL SKILLS FOR TEAM MEMBERSHIP


WEEK 5: INTELLIGENCES: EMOTIONAL, SOCIAL AND CULTURAL

   http://www.rotman.utoronto.ca/-/media/Files/Daniel%20Goleman.pdf


WEEK 6: MIDTERM AND EXTREME TEAM LEADERSHIP


WEEK 7: LEADING 21ST CENTURY TEAMS, PART 1


WEEK 8: LEADING 21ST CENTURY TEAMS, PART 2


WEEK 9: THE FUTURE OF TEAMS


WEEK 10: BECOMING A GLOBAL TEAM LEADER

