

## Summer School Lisbon Syllabus

### Subject:

**LEADING HIGH-PERFORMANCE TEAMS**

### Lecturers:

#### **Professor M. Travis Maynard**

Professor of Management & Associate Dean of Academic Programs

Colorado State University College of Business

PhD in Organizational Behaviour at the University of Connecticut

Extensive research in the areas of team effectiveness, team dynamics, team context, and leadership management.

#### **Professor Patrícia Costa**

Assistant Professor at Iscte Business School, Department of Human Resources and Organizational Behavior

Academic research interests focus on team effectiveness, leadership and virtual/hybrid work

### Course Structure:

<b>Course Title:</b> LEADING HIGH-PERFORMANCE TEAMS
<b>Department:</b> Human Resources and Organizational Behaviour
<b>Target:</b> Bachelor or Master students
<b>ECTS:</b> 6

<b>Pre-requisites:</b> None
<b>Objectives:</b> <p>This course is designed to assist students build the skills necessary to function as members of effective and supportive teams. Students will also learn how to lead high-performance teams within organizational settings. A combination of experiential exercises, case discussions and lectures will be used to teach students how to work within and manage high-performance teams. This course will focus on how motivation, communication, technology, decision making, creativity, leadership, and conflict management can enhance organizational team effectiveness.</p> <p>At the end of the course, students will be able to:</p> <ul style="list-style-type: none"><li>• To apply contributions from Management, Organizational Behavior, and Human Resource Management research to effectively work with others within organizational settings.</li><li>• To familiarize with the role of leaders and team members and the behaviors of both that support team efficiency and effectiveness.</li><li>• To practice activities utilized by effective managers and members of teams.</li><li>• To advance understanding of human behavior in the workplace.</li></ul>
<b>Course Evaluation:</b> <p>The evaluation system is computed as follows:</p> <ul style="list-style-type: none"><li>• <b>Examinations (30%):</b> 2 exams (15% each) will be comprised of objective test questions (i.e. multiple-choice) and short answer and/or essay questions. The exams will cover the chapters assigned in the</li></ul>

book, additional assigned readings, and material covered and discussed during class. See discussion of make-up exams discussed previously.

- **Case Write-up (15%):** During the semester, we will discuss several cases (see course schedule). Individually, you are responsible for having read all of the cases and being prepared to discuss them on the date assigned on the course schedule. Additionally, your team is responsible for writing up your answers to the case questions that will be provided. Your team will be ASSIGNED ONE case and your team will be required to complete assigned questions for this case. Each case write-up will be worth 15% of your semester grade. For your assigned case, your team is required to answer these questions and hand-in your responses at the start of the assigned class.
- **Company Visit Reflection (20%):** Students will provide a 5-page (maximum) write-up in total discussing what they learned during each of our company visits. The synthesis of each visit should discuss their experiences during the visit and the key “take-aways” from the visit and how they inform our discussion of high performing teams within organizations.
- **Country Reflection (20%):** Students will provide a maximum 5-page reflection of their experiences in the Portugal and what they learned about the culture and societal influences that shape organizations and teams there.
- **Class Participation & Preparation (15%):** As a great deal of class time will involve class discussions, activities, exercises, etc., your participation is essential to the success of this class. While you cannot participate if you do not attend class, mere attendance in the class is not sufficient to receive full credit for class participation. Instead, I consider full credit to consist of demonstrating that you are prepared for class (i.e., you’ve read assigned readings, completed assigned assessments, and have critically thought about such assignments).

**Note:** Sheer volume of talking in class is not what I am looking for. Instead, I am interested in the quality of participation. In addition to actual participation, I reserve the right to assess your preparation in several quizzes throughout the semester.

**GRADING OVERVIEW**

<b>Components:</b>	
Exam 1 (individual)	15%
Exam 2 (individual)	15%
Case Write-up (team)	15%
Company Visits Reflection (individual)	20%
Country Reflection (individual)	20%
Class Participation & Preparation	15%
<b>TOTAL</b>	<b>100%</b>

<b>Scale for final letter grades:</b>	
90 – 100%	A
80 - 89%	B
70 – 79%	C
60 – 69%	D
< 59.9%	F

**Teaching Method:**

The course will focus on active learning and thus will use a mixture of lectures along with experiential activity, and case discussions. Research strongly suggests that active learning along with traditional lecture-based methods is suited for student learning and skill-building. However, for active learning to be successful, it requires a significant investment from all parties involved – you and me! You will need to study the assigned readings BEFORE EACH CLASS MEETING, think about the readings, and be prepared to contribute to the class discussion. To ensure that this is happening – quizzes can occur from time to time.

**Reading:**

- Making the Team: A Guide for Managers. Published by Pearson Prentice Hall (3rd edition). Available online at places like AbeBooks (\$4.40 used);
- American Book Warehouse (\$11.95 used)
- Cases (available via HBS link – see Canvas):  
Henry Tam and the MGI Team  
Leadership in Crisis: Ernest Shackleton...  
Storm King Mountain  
Fire at Mann Gulch  
Army Crew Team
- The cases are available for purchase from the Harvard Business Publishing Website using this link (\$24.75): <https://hbsp.harvard.edu/import/1289567>

**References:**

- Additional materials will be posted or handed out in class.