

## FACULTY OF MANAGEMENT

**SUBJECT CARD****Name of subject in Polish: Kierowanie zespołami i grupami roboczymi****Name of subject in English: Leading teams and work groups****Main field of study (if applicable): Business Engineering****Specialization (if applicable): Business Intelligence****Profile: academic****Level and form of studies: 2nd level, full-time****Kind of subject: optional****Subject code W08IZZ-SM8036****Group of courses NO**

	Lecture	Classes	Laboratory	Project	Seminar
Number of hours of organized classes in University (ZZU)					<b>30</b>
Number of hours of total student workload (CNPS)					<b>50</b>
Form of crediting					<b>crediting with grade</b>
For group of courses mark (X) final course					
Number of ECTS points					<b>2</b>
including number of ECTS points for practical classes (P)					<b>2</b>
including number of ECTS points corresponding to classes that require direct participation of lecturers and other academics (BU)					<b>1,28</b>

**PREREQUISITES RELATING TO KNOWLEDGE, SKILLS AND OTHER COMPETENCES**

1. Ability to speak and write concisely.
2. Knowledge of presentation techniques.
3. Ability to work in groups.

**SUBJECT OBJECTIVES**

- C1 Acquainting students with leading effective teams and work groups
- C2 Acquainting students with the psychological processes of emergence of team leadership and the consequences of dysfunctional leadership
- C3 Developing the ability to build effective teams and work groups
- C3 Developing skills related to analyzing theoretical data and conducting empirical research, understanding research results, effectively communicating research results in the field of team and working group leadership

**SUBJECT EDUCATIONAL EFFECTS**

relating to knowledge:

PEU\_W01 Has knowledge of how to effectively build and manage teams and workgroups

relating to skills:

PEU\_U01 Has the ability to take the role of a team leader, deal with conflicts, time pressure and other responsibility systems

PEU\_U01 Skillfully uses tools to measure team effectiveness, predict effectiveness and identify adequate consequences

relating to social competences:

PEU\_K01 Communicates effectively and empathetically with others while respecting different perspectives  
 PEU\_K02 Is prepared to persuade and negotiate for the sake of achieving common goals

### PROGRAMME CONTENT

Seminar		Number of hours
Se 1	Types of teams; differences between teams and workgroups	2
Se 2	Leading teams and work groups: individual differences between members and the cohesion of teams and groups	2
Se 3	Developing trust between team members and workgroups	2
Se 4	Communication in teams and workgroups	2
Se 5	Supporting community in terms of attitudes, values and commitment to the work of the team or working groups	2
Se 6	Managing the decision-making process in teams and working groups	2
Se 7	Developing social capital through networking and information exchange	2
Se 8	Motivation: internal motivation of team members and groups - determinants and consequences; external motivators and their meaning	2
Se 9	Building and developing effective teams and work groups	2
Se 10	Measurement of the effectiveness of teams and working groups	2
Se 11	Managing conflicts in teams and working groups	2
Se 12	Psychological determinants of dysfunctional teams and groups	2
Se 13	Supporting creativity and innovation among team members and working groups (the most innovative teams in the world)	2
Se 14	Rewarding teams and workgroups	2
Se 15	Leading virtual teams and workgroups	2
<b>Total hours</b>		<b>30</b>

### TEACHING TOOLS USED

N1. Analyzing scientific publications  
 N2. Case studies  
 N3. In-class video material/discussion  
 N4. Multimedia presentation

### EVALUATION OF SUBJECT LEARNING OUTCOMES ACHIEVEMENT

Evaluation (F – forming during semester), P – concluding (at semester end)	Learning outcomes code	Way of evaluating learning outcomes achievement
F1(1) assignments/tasks	PEU_W01, PEU_U01, PEU_U02	Assessment of the formal value and practical significance of the tasks performed
F2 (2) assignments/tasks	PEU_W01, PEU_U01, PEU_U02	Assessment of the formal value and practical significance of the tasks performed
F3 (in-class activity)	PEU_K01, PEU_K02	Appraisal of in-class activity and group work
P (seminar) $0,4 \cdot F1 + 0,4 \cdot F2 + 0,2 \cdot F3$		

## PRIMARY AND SECONDARY LITERATURE

### **PRIMARY LITERATURE:**

[1] Thompson, L. (2017). *Making the team. A guide for managers* (6<sup>th</sup> edition). Pearson ISBN-10: 0134484207 ISBN-13: 978-0134484204

[2] Govindarajan, V. & Trimble, C. 2010. Assemble the Dedicated Team: Seven Common Traps to Avoid When Building an Innovation Team; Harvard Business School; 7055BC-PDFENG; 30p [3] Sethi, R., Smith, D. C., Park, W. C. 2002. How to kill a team's creativity. Harvard Business Review, Volume: 80, Issue: 8, pp: 16-17

### **SECONDARY LITERATURE:**

[1] "Teams": Group Dynamics For Teams, by Daniel Levi, 4<sup>th</sup> Edition (2014), Sage Publications; ISBN 978-1-4129-9953-3

[2] "Conversations": Difficult Conversations: How To Discuss What Matters Most, by Douglas Stone, Bruce Patton, and Sheila Heen; Penguin Books (2010); ISBN 978-0-14-311844-2

[3] Assigned TED conferences and podcasts; examples:

[Rheingold: The new power of collaboration](#)

[Fried: Why work doesn't happen at work](#)

[Shiv: Sometimes it's good to give up the driver's seat](#)

[Riccardi: Cross cultural communication](#)

[Johnson: Where good ideas come from](#)

[Grady: How to save the world \(or at least yourself\) from bad meetings](#)

### **SUBJECT SUPERVISOR**

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