# BH2286 – EFFECTIVE TEAMWORK

**Module Number:** BH2286

**Module Title:** Effective Teamwork

**Number of Aston Credits:** 10

**Total Number of ECTS Credits:** 5
(European Credit Transfer)

1. **Staff Member Responsible for the Module:**

**Dr Joanne Richardson**
Work & Organisational Psychology Group

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Availability: Please sign up for my office hours on blackboard using the link on the staff information page

**2. Pre-Requisite(s) for the Module:** None

**3. Module Learning Outcomes:**

Upon successful completion of the module students will be able to:

- Use appropriate basic terminology, concepts, and theories within the area of group performance and group functioning.
- Describe processes, outcomes and the practice of teamwork.
- Contrast strengths and weaknesses of theoretical and empirically based approaches to group performance.
- Apply subject specific skills for teamwork and task leadership.
- Evaluate the extent to which work environments support or inhibit effective team working
- Critically evaluate their own teamwork skills and develop them accordingly
- Apply key and transferable skills including communication, self-directed learning, IT competency, working in groups/team work in complex situations.

## 4. Module Content:

***Week 1***
**Introduction and overview**
Why study groups and teams at work?

***Week 2***
**Basic concepts about groups and teams**
Basic psychological concepts and phases of group development

***Week 3***
**Social Psychological Theories of Group Performance**
Process losses, process gains and group decision making.

***Week 4***
**Models of Team Effectiveness I - Inputs**
An I-P-O model of team effectiveness, team typologies, and team inputs.

***Week 5***
**Models of Team Effectiveness II – Processes**
The development and management of team processes.

***Week 6***
**Models of Team Effectiveness III – Emergent states & Outputs**
Emergent states in teams and empirical evidence for successful teamwork

***Week 7***
**Team Conflict**
Managing intra-team and inter-team conflict

***Week 8***
**Team Leadership**
The role of the leader in effective teams

***Week 9***
**Virtual Team Working**
Managing virtual teams in the digital age

***Week 10***
**Group-study week**

***Week 11***
**Revision**

## 5. International Dimensions:

The international dimension is explicitly addressed in the lectures about team diversity (e.g. multi-cultural team work) and conflict management.

## 6. Corporate Connections:

Links are established throughout the course by relying on recent studies undertaken in this area by the Work and Organisational Psychology group, case studies, and through direct examples from the lecturer's personal experiences in promoting team effectiveness.

## 7. Links to Research

Several Work & Organisational Psychology Group members including the lecturer responsible for this module conduct research on team effectiveness, hence we use findings from our own research on a regular basis to provide examples. The module also heavily draws upon seminal research and recent findings published in the team effectiveness literature or recently presented at conferences.

## 8. Learning and Teaching Rationale and Methods:

a) Method of Teaching - Methods include lectures, questionnaires and their analysis, case studies, group exercises and videos. Several international texts are recommended and students are expected to read them before class. Reading around the subject is also encouraged and students are informed that good answers in any written examination or coursework depend on demonstrating wide reading. All of these methods are appropriate for the stated learning outcomes.

   This module will offer a balance between theory and research and their practical applications. It will explain and critique major group theories and review and summarise empirical research. In particular it will feature practitioner guidelines and recommendations based on theory and research for improving teamwork skills.

   Students will be asked to identify examples of effective and ineffective teamwork and to suggest effective ways to handle situations identified in cases. During the module, students will address the many controversies and differing viewpoints about conceptual and methodological issues of team performance with a focus on what makes a team effective.

b) Group work

   Students will work in syndicate groups since this is directly relevant to the lectures content. Students will work in groups from week two onwards towards their group assignment. Therefore group meetings outside these lectures will be necessary. Group size will be no more than five members per group. Students are advised to bring any problems in their groups to the attention of the module leader at an early stage. To allow a full evaluation of contribution and effort students should be aware about the importance of keeping records of group work in the form of notes from group meetings.

Group work as part of the lectures will include case studies, self-assessments, group tasks, group self-assessments, and analysis of leadership and communication styles. Students may also be required to do presentations during lectures and/or groups.

c) Duration

| | |
|---|---|
| Contact hours (lecture) | 9 hours |
| Group work | 10 hours |
| Preparation of cases, presentations, debrief | 14 hours |
| Exam revision | 12 hours |
| Preparation of coursework (group assignment) | 28 hours |
| Reading and individual study | 25 hours |
| Examination | 2 hour |
| **Total** | **100 hours** |

**9. Ethical Approval:**

This module does not require any primary research and no ethical approval will be necessary.

**10. Assessment and Feedback Rationale and Methods:**

Assessment is via group coursework (30%) and a two hour closed book examination (70%).

The group work assignment (collectively written report) will ask students to analyse a case study concerning team work. Details will be provided in class (maximum 2000 words, 30%), to be submitted by **25th April 2012**.

Interaction between group members while performing this task will allow students to consolidate learning and exchange perspectives, promoting the successful achievement of the learning outcomes. Given that this module deals with effective team working it is deemed essential that students do experience working in a group context and reflect upon such experiences in light of what they have learned throughout the sessions.

The exact content of the group assignment will be announced in class. In addition to what was specified earlier, the group assignment addresses skills in communication, decision-making, leadership and followership in a real work team setting.

Written feedback on coursework assignments will be provided within turnaround time specified.

There will be a written examination at the end of the module. Exam questions will address group theory, research and application outlined in class, in the required texts and the further readings to be announced in class. Exam

questions target the depth of knowledge and understanding of theory and research in teamwork, the apprehension of historical perspectives and conceptual frameworks presented, as well as skills in analysing, critically evaluating and comparing group theories, group processes, group outcomes and problems of team work, all in relation to relevant situational factors at work.

# BH2286 – EFFECTIVE TEAMWORK

## GROUP CONTRIBUTION SHEET

PLEASE COMPLETE AND **ATTACH TO THE GROUP REPORT**

**MODULE:** **GROUP**

(E.g. 100 means that the student will receive 100% of the Final Grade,
50 means that the student will receive 50% of the Final Grade.)

| Student Candidate No. | Contribution (%) |
|---|---|
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**All group members contributed equally (Please Tick)**

DATE: _____

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**MODULE:** **GROUP**

Group Members Signatures (Should correspond to candidate numbers given above):

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# BH2286 – EFFECTIVE TEAMWORK

**The table below shows how this module contributes to your achieving the overall Programme Outcomes.**

**Module Code: BH2286 Module Name: Effective Teamwork**

| A1 | A2 | A3 | A4 | B1 | B2 | B3 | C1 | C2 | C3 | C4 | D1 | D2 | D3 | D4 | D5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| X | X | X | | X | X | X | X | | | | | X | X | X | |

## Programme Outcomes

| *Knowledge and understanding* | ***Professional skills*** |
|---|---|
| **A1**<br>• The main functions of management and specifically human resources, especially those applicable to **HRM**<br>• The main functions of management and specifically **accounting and finance**<br>• The main functions of **financial markets and financial management**<br>• The main functions of management and specifically **international business and economics**<br>• The main functions of management and specifically **marketing**<br>• The main functions of management and specifically **business computing and IT**<br>• The **law** comprised in the modules indicated above | **C1**<br>• Demonstrate an understanding of and the ability to apply methods and techniques used in the **management of people**<br>• Use key **accounting, finance and financial management skills**<br>• Develop quantitative and qualitative skills required to make assessments of the **economic environment** of business<br>• Apply the theories and techniques of **marketing** to simulated and real life marketing situations<br>• Use hands-on skills in developing and using the most common types of **business computer systems**<br>• Apply the key theories and knowledge to enable accurate assessment of legal and management issues and the solution of problems |
| **A2**<br>• The theories, principles and underlying concepts of subjects relevant to management, and an understanding of business models and processes<br>• The theories, principles and underlying concepts of subjects relevant to financial markets and financial management, including finance, economics, econometrics, operations research and management<br>• Legal research and analysis of primary and secondary material adverted to in the modules | **C2**<br>• Apply their key skills and competencies within a real work-based situation (via placement experience)<br>• Apply legal knowledge in legal placements, financial knowledge and accountancy skills in accountancy based placements and business and management knowledge and skills in all placements |
| **A3**<br>• **People issues** in organisations and the interrelationships of organisations in society<br>• The management, **business finance** and **accounting** material comprised in the modules indicated above<br>• **Accounting and financial** management theories, concepts and issues<br>• Demonstrate the knowledge and skills required to assess and apply **finance** models to improve **business decision making** and in order to understand the impact of **finance policies on businesses and the economy as a whole**<br>• The knowledge and skills required to assess and develop **international strategies** in **operations** in business<br>• The theories and techniques of **marketing**<br>• The relationship between **organisational systems** and the **information systems** which support them, and demonstrate an appreciation of the **human and organisational aspects associated with the use of IT** | **C3**<br>• Recognise the likely impact of new technological developments on business and not-for-profit organisations |
| **A4**<br>• How strategic decision-making within organisations as a whole takes place | **C4**<br>• Produce work involving the analysis, design and development of a **computer system** |

| | |
|---|---|
| • Cognate and complementary skills re management, business, finance and accounting | |
| *Intellectual skills* | *Transferable skills* - A range of general and specific skills including: |
| B1<br>• Critically reflect on management problems and how to solve them<br>• Critically reflect on finance problems facing individuals, businesses or the economy and how to solve them<br>• Research, analyse and apply legal material against a commercial background involving realistic factual matrixes | **D1**<br>• IT and computing skills<br>• Fact discrimination skills |
| **B2**<br>• Use models and techniques to analyse problems<br>• Apply, develop and interpret **financial economic and econometric** models to analyse problems facing individuals, businesses or the economy<br>• Apply, develop, and interpret **economic and econometric** models<br>• Critically reflect on interactions between IT and business processes<br>• Critically reflect on legal solutions | **D2**<br>• Report writing skills<br>• Issue identification and application ability |
| **B3**<br>• Analyse different perspectives on problems and their solutions<br>• Research, analyse and apply management, **business**, **finance** and **accounting material**<br>• The ability to employ **finance theory** and the methods of **finance** to analyse decision making processes in business and other applications | **D3**<br>• Presentational skills<br>• Rule identification and application ability |
| | **D4**<br>• Oral and written communication and team working skills |
| | **D5**<br>• Competency in understanding relevant statistical analyses and **financial reports**<br>• **Financial and numerical ability** |