



## MANAGEMENT 301: TEAMWORK AND INTERPERSONAL INFLUENCE

### SYLLABUS

The Leadership Journey: Year 3

Spring 2020, Quarter 4

**NOTE: The first day of class will be on Tuesday, March 24th**

<p><b>Course Instructor:</b></p> <p>Professor <u>Ozias A. Moore, PhD</u></p> <p><b>Email:</b> <a href="mailto:omooore@wharton.upenn.edu">omooore@wharton.upenn.edu</a></p> <p><b>Phone:</b> 215-898-5962</p> <p><b>Campus Address:</b> 2015 Steinberg-Dietrich Hall</p> <p><b>Office Hours:</b> By appointment. Please signup via Canvas Calendar</p>	<p><b>Course Meeting Times:</b></p> <p>This course is organized as an online course, with “live online class sessions” held via BlueJeans at the following times on Tuesdays and Thursday. Please attend your scheduled class session. The course will proceed via a structure of scheduled course work, such that students will complete and/or submit course work online.</p> <ul style="list-style-type: none"><li>• WH/MGMT 301-402: 10:30 am –11:50 am EST</li><li>• WH/MGMT 301-404: 1:30 pm –2:50 pm EST</li><li>• WH/MGMT 301-406: 3:00 pm –4:20 pm EST</li></ul>
<p><b>TA Contact information</b></p> <ul style="list-style-type: none"><li>• WH/MGMT 301-402 - Garrett Oliveira: Email: <a href="mailto:purpose@wharton.upenn.edu">purpose@wharton.upenn.edu</a></li><li>• WH/MGMT 301-404 - Sophia Jih: Email: <a href="mailto:sjih@wharton.upenn.edu">sjih@wharton.upenn.edu</a></li><li>• WH/MGMT 301-406 - Patricia Garza: Email: <a href="mailto:pgzama@wharton.upenn.edu">pgzama@wharton.upenn.edu</a></li></ul>	<p><b>Course Website &amp; Video Class link:</b></p> <p><a href="https://canvas.upenn.edu/courses/1502384">https://canvas.upenn.edu/courses/1502384</a></p> <p><b>BlueJeans (Class Live Video) link:</b></p> <p>Posted in Canvas</p> <p><b>For all course enrollment questions, please email:</b></p> <p><a href="mailto:mgmt-courseinfo@wharton.upenn.edu">mgmt-courseinfo@wharton.upenn.edu</a></p>

## COURSE OVERVIEW

Much of your work each day will involve collaborating with others. You will wield influence over others, and you will be influenced by others. In this course we will use the latest evidence from the science of organizations to understand an array of tactics that can help you work with others (and manage them) as you strive to attain shared goals.

You will develop a portable toolkit of ideas related to managing decision making, conflict, diversity, and an array of other topics in the context of work teams and other collaborative relationships.

As noted in the title of the course, we will learn about both interpersonal influence and teams. We are going to do so “from the ground up”. We will spend about one session focusing on the most fundamental theme associated with how individuals think (we have to start here since all teams and interpersonal collaborations are ultimately composed of individuals!). We will then spend about half of the remainder of the course understanding foundational elements of interpersonal influence, and then the final half of the remainder of the course analyzing foundational elements of teamwork.

Management is a social science discipline. Like any other discipline, it is predicated on collecting data and analyzing it using advanced statistical techniques. On some occasions we’ll get a fairly nuanced look at how studies are conducted. On other occasions, we’ll review a wide array of studies in a short period of time.

We will cover topics using a broad spectrum of approaches, including in-class exercises, self-reflection, team projects, lecture, discussion, and team simulations. It is important to learn ideas conceptually and also to experience them firsthand. This course is the third module of the four-module set that comprises the Leadership Journey.

**Please read the entire syllabus, and confirm that you have done this on Canvas under “Assignments” by Wednesday, March 25<sup>th</sup> before 11:59 pm EST. All students are responsible for reading, understanding, and following the full policies posted on Canvas regarding assignments, attendance, grading, and academic integrity.**

## COURSE STRUCTURE

This course is being offered as an online course that includes online BlueJeans class sessions. If you cannot attend the class live, you have until 11:59 pm EST on Saturday of that week to watch the recordings.

Students will **login to the course site** on Canvas to access the course materials for all online

modules. For details of the course assignments and activities, see the “**Assignments/Grading Criteria**” section of this syllabus.

Students are expected to attend their registered class online via BlueJean class. Students are also expected to visit the course site regularly to:

- **Access assigned course materials (posted on the “Files” page)**
- **Review the course homepage regularly** for any updates related to the course “**Announcements**” and/or “**Calendar.**”
- **Submit** assignments to the course instructor via “**Assignments.**”
- **Participate** in the “Discussion” forums.

**Core Teams (Learning Teams):** Students will be required to work in the teams formed at the beginning of the semester. *You will be assigned to a team during Week 2 (During the week of March 30<sup>th</sup>).* Working in teams is an important part of this course. Although some online class time will be devoted to working on your team assignment, much of your teamwork will be completed in a virtual team context outside of the schedule online class time. We will do our best to form teams with students in similar time zones. However, virtual teams are on the rise as companies expand geographically and as telecommuting becomes more ubiquitous. Hence, a goal of the team assignments is to help you apply best practices and effectively navigate virtual collaboration challenges for leading effective virtual teams. Every team member is expected to carry an equal share of the team’s workload. As such, it is in your interest to be involved in all aspects of the team assignments. Even if you divide the work rather than working on each piece together, you are still responsible for each part. The team components of the course will be graded as a whole (please see the assignments/grading criteria).

## COURSE MATERIALS

**Media/System Requirements:** Technical requirements for completing this online course include:

- Student-provided personal computer.
- Computer with reliable Internet access. A wired Ethernet connection to the internet is very strongly suggested. Wireless and cellphone data connections may experience connection problems. Android and iOS operating systems are not fully supported at this time. See Canvas help for Students at <https://support.wharton.upenn.edu/help/canvas-help-for-students>
- While tablets, smartphones and other mobile devices may allow for some completion of coursework, they are not guaranteed to work in all areas. Please ensure you have a Windows or Mac based computer available to complete coursework in the event your selected mobile device does not meet the needs of the course.

Students who need assistive technologies will have different computer and technology requirements. Please check with Student Disability Services at <https://www.vpul.upenn.edu/lrc/sds/> to determine the requirements for the specific technologies needed to support your online classes.

For questions regarding virtual classrooms (i.e. Blue Jeans) please go to <https://support.wharton.upenn.edu/help/working-learning-remotely-students> or contact Wharton Student Computing at <https://support.wharton.upenn.edu/help/contact-us>

**Course Website:** Canvas along with virtual meetings via Blue Jean are the course management platforms. Access the course canvas page (<https://canvas.upenn.edu/courses/1502384>). Please make sure to familiarize yourself with the course website prior to the first week of class, and ensure that your Canvas setting reflect that you are receiving announcements promptly (see “notifications”). This will help you track course-related information in a timely manner.

It is very important that you check Canvas regularly, since it serves several purposes. There you will find:

- The most current version of important course documents
- Announcements about lectures, assignments, and grades
- The main lecture slides, which will be posted on the Canvas in advance of the week’s lecture. Please note that the lecture slides do not provide or convey the same level of detail as discussed in lectures and that some slides may not be posted.

**“Live” Video Classes:** To attend class remotely and have the best experience, you will need to install BlueJeans before your scheduled class.

- **BlueJeans App:** To attend class using the BlueJeans application you will need to install BlueJeans on a laptop or desktop computer at <https://www.bluejeans.com/downloads#desktop>
- **Web Browser:** To attend class using your web browser, paste the URL for your class provided by your professor or TA into a web browser and when prompted select **Join with Browser**.



- **Tablets:** To attend class using your Tablet you will need to install the BlueJeans App: <https://www.bluejeans.com/downloads#mobile-tablet>
- **We recommend you test your connections before your class starts.**
  1. Make sure video icon is unmuted.
  2. Go to [bluejeans.com/111](https://bluejeans.com/111)

3. Talk and Jean the Parrot will repeat what you said, in Jean's parrot voice, to confirm your mic and speakers are class-ready.

- **For more information about using BlueJeans:**

- **BlueJeans:** <https://www.bluejeans.com/resources/product-video/how-to-get-started-in-bluejeans>
- **Wharton Computing** - <https://support.wharton.upenn.edu/help/working-learning-remotely-students>

***Online Classes Experiences and Best Practices:***

- All “live” online classes will be scheduled through Canvas via BlueJeans. Please log into Canvas, open your class, and join the meeting from the Virtual Meetings tab on the left navigation pane. As noted above, if you cannot attend the class live, you have until 11:59 pm EST on Saturday of each week to watch the recordings.
- When you enter your class through BlueJeans, your microphone will automatically be muted.
- Only unmute your microphone during the class when you have a question. Also post any comments and questions in the Chat window.
- Type “**Raised Hand**” in the Chat window and the Professor and/or TA will ensure to address your question during class or via canvas discussion board.
- Make sure you are in a quiet area.
- Please make sure all BlueJeans chats are class-related.
- To limit noise in the class please make sure your microphone is muted.
- If you are unable to attend your live video class, ensure to watch the recording. Please check so see if the recording is on Canvas or contact your TA for access.

***Reading:*** I realize that you have to read extensively for all of your classes, so I want to make sure that the readings for this class are as worthwhile as possible. I sought readings that will help you learn the course concepts while also being engaging. I focused on finding readings that are written in an accessible way by organizational and social scientists who have training in social science methods. Unless otherwise noted on the syllabus, the materials will be available on Canvas through the “Course Materials @PennLibraries” tab. Other readings will be available in the “Files” folder on Canvas. It is strongly recommended that you read all assigned reading before class. Please ensure to follow up with your TA or Prof. Moore about anything we don’t cover in class that is of interest to you.

***Team Simulation:*** Each student is required to register for their access to simulation software by April 14<sup>th</sup>. The registration link will be made available on April 9<sup>th</sup>. Registration instructions, including the registration link will be posted on Canvas. **Unless there are extenuating circumstances that are communicated in advance to your TA, if you are not registered for the Simulation by April 14<sup>th</sup> at noon you will lose 2-3 points from your Participation/ Attendance grade and risk losing additional points during simulation day.** Participation in the simulation is mandatory (see attendance policies). **On April 21st, students in their Core Team will participate in a simulation during class (unless an alternative schedule is set by your TA).** Each student will submit responses to reflection questions in their Post-Simulation paper **before class on April 23<sup>rd</sup>**. Failure to complete the simulation OR to submit the alternative assignment will also result in the loss of points in the participation category.

**Note:** Please do not share the course materials outside of this course. Ensure to request permission of the Professor if you have any questions about this policy.

## ASSIGNMENTS AND GRADING CRITERIA

The following components will be used to determine your course grade. There are two grading components:

- *The individual course components:* Foundation exam multiple choice and short answer, post-simulation reflection paper, and participation/attendance.
- *The core team components:* Team Charter and the “Team Leader in the Real-World” Video Presentation. These are graded as Core Team assignments.

Graded items	Points	% of final grade
Foundations Exam Multiple Choice <b>April 14th</b>	30	30%
Foundations Exam Short Answer <b>April 14th</b>	20	20%
<i>Individual Assignment:</i> Post-Simulation Reflection Paper <b>Due: April 23<sup>rd</sup></b>	10	10%
<i>Core Team Assignment:</i> Team Charter <b>Due: April 7<sup>th</sup></b>	10	10%
<i>Core Team Assignment:</i> “Team Leader in the Real-World” Video Presentation <b>Due: April 28<sup>th</sup></b>	15	15%
Participation/Attendance	15	15%
<b>Total Points</b>	<b>100</b>	<b>100%</b>

- **Foundations Exam** - The exam is intended to assess your knowledge of the material and allow you to demonstrate your understanding of the topics addressed in the course. The exam will cover all course material from Weeks 1-5 inclusive. The exam will be held on Tuesday, April 14<sup>th</sup> during your class session.
  - **Multiple Choice (30 points)**- This part of the exam will consist of multiple choice questions.
  - **Short Answer (20 points)** – This part of the exam will consist of short answer questions.
- **Post-Simulation Reflection Paper (10 points)** – A major objective of this course is for you to reflect on your own experiences and strengths/weaknesses as team members and/or team leaders, and to compare your own characteristics and experiences to those demonstrated in

the course readings and class discussions. After the Team Simulation, all students are required to write an individual reflection paper. This is a two-page (double-spaced, 12-point font) reflection paper that should reflect on your personal experience in the simulation. You are required to integrate concepts and theories from class to help explain your reflection. You may relate the readings and class concepts back to events during the simulation as well as to personal experiences in the real world. Additional details/criteria for this assignment will be posted on Canvas.

- **Core Team: Team Charter (10 points)** - Early in the quarter you work with your Core Team members to develop a team charter. It is recommended that each team establish ground rules early in the process to facilitate your joint work including a feedback and problem-solving process. In the infrequent case in which you believe that a team member is not carrying out his or her fair share of work, you are urged not to permit problems to develop to a point where he/she becomes serious. If you cannot resolve conflicts internally after your best efforts, they should be brought to the attention of your TA or professor so that we can work with you to find a resolution. Additional details/criteria for this assignment will be posted on Canvas. Also a team charter template will be provided for this assignment.
- **Core Team: “Teams in the Real-World” Team Leader Video (15 points)** – This assignment requires you to get outside of the virtual classroom and do something involving the lessons you have learned so far in the course. Students will be required to work in their Core teams. You will be assigned to a team during around Week 3. Working in teams is an important part of this course. Although some class time will be devoted to working on team exercises, much of your teamwork will be completed outside of class. Every team member is expected to carry an equal share of the team’s workload. As such, it is in your interest to be involved in all aspects of the project. Even if you divide the work rather than working on each piece together, you are still responsible for each part. The team component of the course will be graded as a whole. Each Core Team will develop a video interview (no more than 5 min.) with a leader of teams in your network. Check with your Professor or TA if you are unsure about the appropriateness of your planned interviewee. The interview should address concepts we learned in class. Consider your networks (prior/current work/student organizations, and campus affiliations, etc.) This is due in class on April 28<sup>th</sup>. Each team will share their video and conduct a brief presentation. Additional details/criteria for this assignment will be posted on Canvas and discussed in class.
- **Participation/Attendance - (15 points)** - Throughout the class, we will be working on “learning by doing,” either via assignment/activity or discussion. This grade component is inclusive of individual participation and participation in the team simulation/exercises. It is recommended that you complete the required reading for each session in advance and come to class prepared. Interacting with classmates and cooperating in groups are important skills that will be assessed in several ways.

- Your class participation points will come primarily from your contributions to the discussion group on canvas. You will be able to earn points for **discussion board engagement**. Each week on Tuesday the TA's will post a new question in the discussion board. A total of 5 discussions will be posted (see the Course Calendar for the due dates).
- Each student is expected to comment. One instance of participation per week is appropriate. Discussion comments must (1) be a maximum of 150 words, (2) be relevant to the discussion thread (if created in response to another comment), and (3) refer to the material covered in the week's lecture or readings. Deadline: 11:59 pm EST of the Saturday following each of the Thursday classes.
  - *The grading scale is:*
    - 0-1 points = irrelevant comment
    - 2 points = good comment
    - 3 points = excellent comment
    - No points if no comment is submitted.
- Using the above rubric, participation in discussions will be graded based on quality of a student's contribution. In particular, you should make interesting observations, ask substantive questions, and generally have a conversation about the topic with the point of building relationships, forming new conclusions, creating questions for the future, and so on.
- Other participation homework may be assigned in advance of certain class sessions: For example, students may be asked to submit questions in advance of a class session or respond to an online poll about assigned reading. Failure to complete assigned homework could result in lost points in this assessment category.
- At the end of the quarter, your TA/Professor will assess your contributions.

#### **Absent Policy:**

- During our live BlueJeans class sessions, at times students will be asked to communicate and work on activities in breakout groups. Students are encouraged to post insights and/or questions via the chat window in BlueJeans. Feel free to use emoticons and hand raising. For example, type "**Raised hand**" in the chat window before typing your question. The TA and/or Professor will be monitoring the chat window throughout the class session. Note: As mentioned above, if you cannot attend the class live, you have until 11:59 pm EST on Saturday of each week to watch the recordings.
- We will monitor online if you have followed the class through live streaming or if you watch the recordings of the classes before 11:59 pm EST of the Saturday following each of the Thursday classes. A 1-point penalty for each class recording



missed will be assessed when there is no compliance with this requirement.

- If you are unable to meet the deadline for viewing the lecture and complete the corresponding and discussion, you shall submit a course absence report through the PennInTouch portal, specifying the range of time and reason. Due to the number of students in the course, please refrain from reporting your absence through email or Canvas message. You are still expected to watch the missed course recording and meet other expectation when you resume the capacity to do the coursework.

#### IMPORTANT NOTE:

If you cannot watch the videos or submit the weekly discussion post by 11:59 pm EST the of Saturday following the Thursday class due to a religious holiday, family emergency, or health problem, please email your TA and cc: Prof. Moore *ahead of the deadline*. We will respond and enable you to do the assignments for that day of class at a later point.

### GRADE DISTRIBUTION

Per the email, dated March 20, 2020, from Provost Wendell Pritchett, students can choose letter grade or pass/fail. Please see the email or your academic advisor for the “opt in” deadline/process for the pass/fail grading option.

Your overall course grade for MGMT 301 will be assigned on an absolute rather than a relative basis – that is, you will not be graded on a curve. Instead, your grade will be assigned based on the total points you accumulate in the course assignments. The following scale will be used to determine the final course grades:

98 - 100	A+	80 - 83	B-	60 - 63	D-
94 - 97	A	78 - 79	C+	0 - 59	F
90 - 93	A-	74 - 77	C		
88 - 89	B+	70 - 73	C-		
84 - 87	B	64 - 67	D		

**I want you to succeed!** This class will require a lot of discipline and time management. Please make sure that you stay informed of which assignments are due and start working early on your team project. This class is one for which you must be prepared and actively involved. If you feel you are not doing as well in this class as you would like, please ask for help. I will meet with you or your team and go over any issues that are holding you back. Do not wait until you are too far behind or have failed to discuss any challenges.

## COURSE POLICIES

All students are responsible for reading, understanding, and following the course policies posted below and on Canvas regarding class expectations, absences, withdrawals, exam conflicts, and academic integrity.

***Rhythm of the course:*** I'll explain on the first day of class why the readings are heavily “front-loaded”, such that they appear in the first half of the course.

***Class Attendance:*** Attend the BlueJeans class session/lecture for which you are registered. We will take attendance in each class session. If you are unable to attend the “live” BlueJeans video class session, please ensure to watch the recordings by 11:59 pm EST the of Saturday following the Thursday class.

***Attendance for the team simulation is mandatory. Excused absences are for medical reasons and religious holidays only.*** You will need to contact your TA or professor with at least two weeks' notice in order to make alternative for the simulation. An unexcused absence from the simulation will result in a grade of zero for the post-simulation reflection paper.

***Due Dates and Late Assignments:*** As a general policy, **there is a reduction of 20% for every day that an assignment is late.** If there are issues that you come across that will prevent you from timely completion of course assignments, please let your Professor or TA know ahead of time, if at all possible, so accommodation can be made.

***Exam Conflicts:*** Makeup exams will only be available to students with university-approved absences or by prior permission of the professor (at least two weeks' notice in writing). An unexcused absence from an exam will result in a grade of zero. Per university policy, excused absences are only granted in cases of a conflicting class, a conflicting exam, a religious holiday, a serious illness, or a grave family emergency, and each of these reasons must be documented. Job interviews, incompatible travel plans, and forgetfulness are not considered excused absences. You will need to contact your TA or professor with at least two weeks' notice to make other arrangements for the exam.

***Special Needs:*** Any student who requires special arrangements for their exams must have an official letter from student disability services and should submit this letter together with their request for special arrangements to the professor as early in the semester as possible, and at least two weeks before the exam.

***Academic Integrity:*** Students are required to abide by the University's policy of academic integrity at all times. This applies to exam-related issues as well as plagiarism on graded assignments. You are responsible for avoiding plagiarism and citing all sources used in your assignments. Additional information on plagiarism is available online. The Code of Academic Integrity, which can be found online at <https://provost.upenn.edu/policies/pennbook/2013/02/13/code-of-academic-integrity>. Students who violate this code will receive a failing grade and will be reported to the Office of Student Conduct. I encourage you to consult the resources provided by the Office of Student Conduct: <http://www.upenn.edu/academicintegrity>.

**Netiquette:** The term “netiquette” refers to the do’s and don’ts of online communication. As it applies to this online course, it is my expectation that students will communicate effectively and respectfully with each other, the instructor, and our guest speakers (if applicable). [Follow this link to learn more about The Core Rules of Netiquette.](#)

**Emails/communication:** In general, your class section TA is the first point of contact on big or small questions pertaining to the class. This is to help ensure you receive responses and support in a timely manner. The contact information for your class section TA is listed below:

***TA Contact information***

- WH/MGMT 301 -402 - Garrett Oliveira: [purpose@wharton.upenn.edu](mailto:purpose@wharton.upenn.edu)
- WH/MGMT 301 -404 - Sophia Jih: [sjih@wharton.upenn.edu](mailto:sjih@wharton.upenn.edu)
- WH/MGMT 301 -406 - Patricia Garza: [pgzama@wharton.upenn.edu](mailto:pgzama@wharton.upenn.edu)

Prior to contacting your section TA, it is a good idea to have read the syllabus and the resources on Canvas. If for any reason you have a personal or other issue you wish to discuss with the Professor Moore, please do not hesitate to contact him directly. When sending Professor Moore an email, it is helpful to include your class section number or class time. Typical turnaround time for emails is one business day.

**Grade Appeal Procedure:** If you believe that you have been graded unfairly in this course, you may use the following procedure to voice your grievance:

- (a) Within FIVE (5) CALENDAR DAYS of receiving the graded assignment (i.e., when the graded assignment was returned), submit a written appeal to your Professor and TA. After five calendar days, we will assume that you agree with the grade that you received and consider the grade final. After such time, only request for clarification will be allowed.
- (b) To file an appeal, prepare a written (typed) statement detailing why you think the grade is unfair. Be sure to support your case for a grade change. That is, you should provide concrete evidence from the course to support the validity of your work.
- (c) Submit the written (typed) statement together with the graded material. Please note that you should keep all your graded assignments until the end of the quarter. Your appeal will be given careful consideration; however, you should note that although your grade may improve, it may also decrease because your entire assignment will critically re-evaluated. You will be notified in writing of the results of your appeal.

***Please Note:***

The professor reserves the right to modify any aspects of this syllabus as needed. The most current version of the syllabus will always be available on the course Canvas site.

Updated: March 23, 2020

## COURSE CALENDAR: TOPICS AND ASSIGNMENTS

NOTE: Add deadlines are Eastern Standard Time. Discussion Board Questions will be posted each Tuesday. Sequence of topics subject to change.

### **Class 1 – March 24 – Introduction and Overview**

- Please read the entire syllabus, and confirm that you have done this on Canvas under “Assignments” by **\*\* Due by Wednesday, March 25<sup>th</sup> before 11:59pm EST \*\***.
- Friedrich and Ulber – Why are we in a Team? Effects of Teamwork and How to Enhance Team Effectiveness (pages 212-231; this reading is posted on Canvas)
- **Discussion Board Question Posted**

### **Class 2 – March 26– Foundations**

- Tegmark – In Conversation (this is a very brief reading and is posted on Canvas)
- Pinker – “Enlightenment Now” (pages 25-26, the three paragraphs that begin with the sentence that starts “Evolution left us with...”)
- Kahneman – “Thinking Fast and Slow” – (pages 85 to the first two lines of 88)
- Haidt and Joseph, “The Moral Mind” (pages 383 – 385; this reading is posted on Canvas)

**\*\*WEEK 1: Discussion Board Post due before 11:59pm EST on Saturday, March 28<sup>th</sup> \*\***

### **Class 3 – March 31– Influence I**

- Heath and Heath – “Made to Stick” (pages 98-129)
- Heath and Heath – “Switch” (pages 76 – 81)
- **Discussion Board Question Posted**
- **Core Teams Formed & Team Charter Template Distributed**

### **Class 4 – April 2 – Influence II**

- Heath and Heath – “Switch” (pages 49 – 57)
- Heath and Heath – “Switch” (pages 105 – 113)

**\*\*WEEK 2: Discussion Board Post due before 11:59pm EST on Saturday, April 4<sup>th</sup> \*\***

### **Class 5 – April 7 – Influence III**

- Thaler and Sunstein – “Nudge” (pages 177 – 184)
- Heath and Heath – “Switch” (pages 182 – 190)
- Heath and Heath – “Switch” (pages 209 – 212)
- Heath and Heath – “Switch” (read pages 45-48 first, and then read pages 38-42)
- **Discussion Board Question Posted**
- **\*\*\*Core Team: Team Charter Due before 11:59pm EST on Tuesday, April 7<sup>th</sup> \*\***

### **Class 6 – April 9– Review for Exam / Introduction to Team Module**

- **Register for the Team Simulation (\*\* Registration Deadline: by April 14<sup>th</sup> at 12pm EST \*\*)**

**\*\*WEEK 3: Discussion Board Post due before 11:59pm EST on Saturday, April 11<sup>th</sup> \*\***

### **Class 7 – April 14 – \*\*Foundations Exam\*\***

- **Discussion Board Question Posted**

**Class 8 – April 16 – Forming Your Team / Formulating Your Team’s Strategy I**

**\*\*WEEK 4: Discussion Board Post due before 11:59pm EST on Saturday, April 18<sup>th</sup> \*\***

**Class 9 – April 21 – Formulating Your Team’s Strategy II (\*\* In-Class - Core Team: On-line Team Simulation)**

- Discussion Board Question Posted

**Class 10 – April 23 – Implementing Your Team’s Strategy I (\*\*Due: *Individual Assignment- Post-Simulation Paper*\*\*)**

**\*\*WEEK 5: Discussion Board Post due before 11:59pm EST on Saturday, April 25<sup>th</sup>\*\***

**Class 11 – April 28 – Implementing Your Team’s Strategy II (\*\*Due: *In-Class - Core Team Assignment: “Teams in the Real-Word” Team Leader Video Presentation*\*\*)**