The Cameron School of Business at University of St. Thomas

1. Course Information:

   **Course Title:** Managing and Working in Virtual Teams   
   **Course number:** MBA 5367 (1647)   
   **Course Section:** N

   **Credit Hours:** Spring 2017   
   **Semester:** MGMT 5303 (Proficiency Course in Management and Marketing)

   **Room #:** Strake 202   
   **Days & hours:** Wednesday – 7:00-9:45 PM   
   **Blackboard site:** MBA 5367 on BB site

2. Instructor Information:

   **Name:** Charlene A. Dykman, PhD.   
   **Office:** 119 Welder Hall   
   **Phone:** 713 525-3526

   **Office hours:** T 1:00-5:30; Wed. 6-7:00 (virtual); Thurs. 3:30-5:00

   **Where to leave assignments:** Your individual Case Study, Reflections Journals, and Research Brief must be submitted for evaluation by Turnitin.com (www.turnitin.com) and then turned in, along with the Turnitin report, to me (in the class BB site) by the scheduled time given in the class schedule. Your Team Project Portfolio, the written body of which must be evaluated through Turnitin, will be submitted (along with the Turnitin evaluation) as hard copy at the beginning of the class session on the due date. See the individual assignment sheets attached to this syllabus for the details of each assignment. In the event of emergency, please contact me via email for alternative instructions. The best way to contact me is via email.

   **Emergency phone:** (713) 525-2100 (CSB Office)   
   **E-mail:** cadykman@stthom.edu   
   **Fax number:** (713) 525-2110

   **Home/cell phone:** My preference is to communicate via email. You may call me at my office phone number and leave a message on my voice mail. I check both of these frequently and will respond promptly. If you send me an email and fail to get a response within a day or two, please call. I will always acknowledge receipt of emails so you will know that it has been received. (You will learn this is one of the major issues in communicating virtually). You MUST use your Stthom email account. I will send emails through the link in BlackBoard and that automatically send emails to your Stthom account. Be certain you access that account frequently and keep it empty enough to receive email. It is perfectly OK to have emails from Stthom forwarded to the email account you prefer to use, but make certain they are deleted from your Stthom account when they are forwarded as your stthom mailbox fills up quickly and then I cannot communicate with you. Call 713-525-6900 for assistance with this, if needed. You are responsible for all email communications from me regarding this class.

3. Course Catalog Description:

   This course provides a practical focus for leaders and members of virtual and global teams. Topics include techniques for developing trust, shared understanding, performance evaluation, training, technology evaluation, and managing across cultures. Virtual teamwork, utilizing information technologies, is fundamental to this class. Oral and written presentations emphasize critical analysis, decision making, problem solving and resolution within a virtual context.

4. Program Goals and Objectives:

   The Master of Business Administration has six goals. When students complete the MBA at the University of St. Thomas:

1. They will be able to effectively lead and participate in a team project.
   - Objective 1: Students can demonstrate appropriate group techniques to participate in a team task that results in effective performance.
   - Objective 2: Students can demonstrate effective leadership skills in a group project.

2. They will integrate multi-disciplinary perspectives in synthesizing and analyzing information to make sound business decisions.
   - Objective 1: Students can analyze ineffective business practices that result from poorly integrated business processes.
   - Objective 2: Students can formulate sound proposals for improving integrated business processes.
3. They will recognize current trends in the global business environment and identify opportunities for competition and collaboration.
   - Objective 1: Students can identify current trends in the global business environment.
   - Objective 2: Students can formulate how these trends can generate competitive advantage.

4. They will be able to articulate ethical behavior and standards, cite relevant moral theory and provide suggestions for dealing with ethical issues
   - Objective 1: Graduates can recognize the ethical issues in a business situation.
   - Objective 2: Graduates can cite relevant ethical and moral theory in a business situation.
   - Objective 3: Graduates can apply relevant Ethical and Moral theory to provide creative suggestions to address the issue in a business situation.

5. They will be able to communicate effectively.
   - Objective 1: When students complete the MBA, they can deliver a professional presentation.
   - Objective 2: Graduates can produce written materials that flow logically and are grammatically correct.

6. Graduates will demonstrate understanding of perspectives and the context of business.
   - Objective 1: When students complete the MBA, they can demonstrate management specific skills and competencies.

5. Course Learning Objectives:

Upon completion of this course you will be able to:

- Describe the challenges unique to working with virtual teams in a variety of jobs and projects (Goals #1, #2 and #3).
- Evaluate candidates for their potential as successful leaders and team members in a virtual environment (Goal #1).
- Evaluate and critique group system technology platforms that support the work of virtual teams (Goals #3 and #6).
- Evaluate the work and contribution of individual members of virtual teams (Goals #1 and #2).
- Assess the suitability of various projects for completion by virtual teams as compared to traditional co-located teams (Goals #1, #2, #3 and #6).
- Prepare team members to work on virtual projects. (Goals #1 and #6).
- Understand and address the issues involved in management of virtual projects (Goals #3 and #6).
- Synthesize research findings and present oral and written recommendations for executive decision making (Goals #2, #5 and #6).

6. Texts, Readings, Materials:


**Required readings:** You will be required to locate and read peer refereed journal publications, accessed through the UST library databases. These articles, of your own choosing, will relate to research in your team’s topic focus regarding virtual teams for the class project. These will serve as the foundation for your Research Brief (three pages).

**Required case study:** “The Leo Burnett Company, Ltd.: Virtual Team Management” Ivey Publishing-case #9B03M052. Access the Ivey Publishing website (https://www.iveycases.com/) to purchase. I will provide questions for you to address in your written case analysis (an individual assignment). Purchase this in the first week or two of class. If you have not done a business case analysis previously, I recommend you also purchase 9B08M085- An Introductory Note on the Case Method from Ivey Publishing. It will help you greatly in this assignment. Each of these documents costs about $4.00 to download.

**Power Point Decks for Discussion:** Please be certain that you view the PowerPoint decks (in pdf format on our BB site-Course Documents section), read them, ponder the questions, view the videos, etc. before the class in which they are assigned. They will, along with the textbook assigned readings, be the topic of our second and third class meetings.

**Suggestions for further study:**
- I encourage you to read periodicals such as Fortune, Business Week, and Wall Street Journal. This type of reading is essential for success in a business career. I will provide you with student subscription rates and forms for Wall Street Journal at the start of the semester. Below are a few suggested resources and sites to visit in working toward completion of your virtual team project and to get you started in your research:

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http://www.squarewheels.com/content2/virtual.html. 17 Pointers for Managing Virtual Teams. Kevin L. McMan have shared valuable pointers for virtual teams, from his paper: "Effective Communication and Information Sharing in Virtual Teams".

http://www.thinkofit.com/webconf/workspaces.htm. Collaborative Work Environments – software and services to support virtual work


7. Instructional methods:

This is a very unique class in our curriculum. It is important that you understand my policies and requirements in this class. I will ask that you each read a contract document that details these requirements and expectations and sign it, by your signature, that you understand and agree to these policies. Successful completion of this class requires that you meet all of the requirements that are outlined. These policies are designed to maximize your learning and deep understanding of managing and working in virtual teams. Because this is a teamwork based class, failure of any one student to follow the policies, as written, impacts all other members of the team. In the interest of fairness to all students, I will NOT allow this to happen. The penalty for failure to meet these requirements will be an F on a particular assignment, an F in the class, or an administratively requested withdrawal from the class, at the professor’s discretion. Be certain that you understand the importance of this and also that you clearly understand the requirements and are committed to meeting them. If you are not willing to make this commitment, then I encourage you to consider a different course in which to enroll.

This is an experiential, rather than a lecture-oriented, class. Much of the class will be facilitated through use of Blackboard, UST’s online course platform. We will physically meet for four very important, and mandatory classes, at the start of the semester, and for one meeting at the end of the semester. The rest of the semester we will have “virtual” meetings. The goal is to experience the challenges and issues of the virtual team process.

Use of Turnitin: A grade of “F” will be awarded in the case of academic dishonesty, such as plagiarism, turning in work that is not your own, or cheating on the examination. You should turn in only YOUR work and are expected to write your own papers. They should NOT be just your ideas that someone else has written for you. Academic dishonesty in this regard will NOT be tolerated. I have set up a “Dummy” assignment in the Turnitin system so you can practice with the technology prior to submitting your work for each assignment for Turnitin evaluation. This will allow you to figure out how to generate reports, how to edit your work to get to the required matching levels, how much time to allow for drafts, etc. When using Turnitin, you may submit several drafts, evaluate the report you receive each time, make appropriate corrections and then resubmit the final document to Turnitin to generate the final report. I have set the assignments up so that they evaluate items within quotes, to exclude your bibliographies, and to not evaluate strings of less than 25 words. Hence, be mindful of academic honesty, proper citations, originality, as you develop your papers. The final Turnitin report, including the specific matches found and the percentage of matches, must be submitted with your written assignments as discussed in the details regarding each assignment. You should strive for no more than a 5% match. Instructions for using Turnitin are on our class BB site. Late submission of papers or Turnitin reports will receive one letter grade reduction.
Individual Case Study Analysis: Each class member will develop a written (3 pages single-spaced maximum) case study analysis of “The Leo Burnett Company, Ltd.: Virtual Team Management” addressing questions developed by the Professor. This should be submitted, along with your Turnitin report, through the Assignment feature in Blackboard on the due date (3/8 at 9:00 PM). **Allow yourself adequate time to get the Turnitin evaluation accomplished.** It may take up to 24 hours for each submission and evaluation. Understand that this is the real world of virtual work where deadlines matter, you must consider time zone differences, your team members around the world expect that deadlines are met and require that in order for the virtual team to accomplish its goals. Be sure you meet the FIRM deadlines listed on the syllabus and be certain that your analysis is written by you, with **NO** discussion with other class members. If you have questions about any assignments in this class, seek answers from your Professor, not from other students in the class. I am here to help you learn and I really do enjoy working with each of you as individuals. I am the person who designs these assignments and I am the one from whom you should seek clarification. I monitor my emails closely, checking them at least twice a day. Do **NOT** hesitate to ask me questions that you might have. I expect that your written assignments are well-edited and meet professional writing standards. Remember the requirement for thorough editing and a professional well-written document and follow APA formatting guidelines, especially with respect to citations. Follow the APA Guidelines that I have posted in Blackboard. Do not rely on the UST Learning Center to tell you how to do this. Follow the Guidelines that I have posted. It is important to understand that the written word becomes very significant in virtual work. Impressions of your competence and professionalism are developed based on what you have written so be certain you are submitting your best work. Please seek assistance from the UST Writing and Learning Center/Tutoring as needed for help in English language usage etc. Their help is invaluable. **Turnitin report file naming conventions required:** (last name, case study, turnitin). **Paper File naming conventions required:** (last name, case study) For example: dykman, case study, turnitin & dykman, case study.

Team questions for other teams: **By 3/22 at 9:00 PM each team will develop a set of three questions to be asked of each of the other teams. That means (assuming 5 teams) that your team will submit 12 questions – three for each of the other four teams. These questions should focus on the specific topic being researched by each of those teams. Label the team which is to receive each of the set of questions. You will submit those in an email to the Professor – cadykman@stthom.edu. You will develop this list as a group, meeting virtually and ONE person from your team will submit your team’s list via email. Please cc all team members on the email. Your team’s set of questions will be evaluated based on the depth and quality of the questions – with an emphasis on unique and penetrating questions earning full credit. Please create simple questions, with one or two sentences, not a string of different questions represented as one. Make your questions something that the other groups can really answer. This requires you to think about those other topics and your own curiosity about topics other teams have chosen. For example, let’s say another team is researching conflict in virtual teams. What does your team want to know about that? Do you want to know about how to handle conflict? Do you want to know how to predict conflict? Pretend that you can avail yourself of all the hard work of the other teams in trying to make their recommendations about their topics. I will develop a list of questions selecting one question for each team from the set of questions submitted by each of the other teams. A list of questions, dealing with their specific topic, will then be sent to each team. Each team will receive four different questions (one from each of the other teams, assuming 5 teams). On the day of group presentations, all individuals will be asked to evaluate how well the presenting group addressed the questions submitted by their team. Remember, your team Presentation and Project Portfolio are much more than just responding to these questions, however. Also, if a given question is far afield from where your research has taken you, then address why that is so during your presentation. The evaluations submitted from the other teams will be part of the group presentation grade for the presenting group. This assignment does **NOT** need to go through Turnitin evaluation. You will submit one document from your Team with three questions generated for each of the other teams (specify the team and topic by name) listed in the document. **File naming conventions required:** (Team name, questions).**

Individual Journals: Each individual team member will maintain a reflective Journal, in Word. **Your Professor will be the only person who sees this Journal.** This is a very important part of this class. **Entries should be made in your journal on a weekly basis, at the very least.** This is your opportunity to step back from the process and organize and document your thoughts and impressions about what is happening. Your Journal is a substantial part of your grade in this class. Documenting your reflections during this experience is where most of the important personal learning takes place. I will review the Journal entries and assign a grade at the midpoint and a grade at the end of the semester. If you communicate something in your journal that requires a response from me, I will do so. However, I find that this is really a personal journey for each of you and you need (for the most part) to work through any difficulties you are having. It has been my experience that students are often amazed at what they have accomplished and what they have learned about their own strengths and
Your journal entries are **NOT** a list of what your group is doing in each of your virtual meetings. I understand that we have students from many different cultures in this class. Many cultures do **NOT** encourage you to think about how you are feeling and sensing a process. I encourage you to learn this very important skill. This assignment is meant to make you think about your **REACTIONS** to what you are doing, how you are feeling about it, what your concerns are, how you are dealing with those concerns, etc. Please remember - this is not just a record of what goes on in your various classroom or virtual meetings. Rather it is a **REFLECTION** about what goes on. It describes your worries, your thoughts, your moments of joy and learning, and your concerns about the process, etc. You may freely discuss issues that develop concerning other team members, their contributions, their commitment to your team goals, disagreements, conflicts, collegiality, etc. You may freely discuss your concerns about the class, the Professor, the assignments, etc. What is important is that you document **how you feel about this class and its work on a given day**. There will be good days, bad days, stressful days, joyful days. I want you to record these feelings in your journal. Your grade will be based on the depth of your reflections. You should begin your entries immediately after the first class. Go ahead and record if you are frightened by the workload, fearful about your prospective team members, confused by the professor, or whatever. This is YOUR personal journey and an opportunity for you to reflect upon this process. Your journal will be evaluated based on the **DEPTH** of your reflection and that will determine your grade.

Develop your journal in Word. Date each entry and just keep a flowing document, by date of entry, until you submit the first Journal (along with the Turnitin report) via the Assignment folder in BB, by 3/29 at 9:00 PM. Please do **not** submit these as separate daily documents in a zipped file – just as one document (see labeling format below) with multiple dated entries. **Then begin a new document** (so it won’t find ‘matching’ problems when you submit it to Turnitin), with each weekly entry dated and submit the second Journal (with its Turnitin report) via the assignment folder by 5/5 at midnight. This due date is two days after our last class meeting and will give you a brief time to reflect upon your team and the other team presentations and how you felt about them. Both your submissions at midterm and your final Reflections submission must be submitted for Turnitin evaluation and the report from Turnitin is to be submitted with your journals. **Turnitin report file naming conventions required:** (last name, journal1 or journal 2, turnitin); **File naming conventions required:** (last name, journal1 or journal2).

**Individual Research Brief:** You will **individually** develop a three page research brief. This will focus on the topic chosen by your group and include an analysis of at least three **peer reviewed journal** articles dealing with your topic. There are many very current and wonderful references at the end of each chapter in our book – that is a good place to start your research. This is **NOT** a summary of each article and these are not articles from the popular or trade press. When you search in the library data bases, be certain you click the “peer-review only” option for journal pubs since 2010. You will receive a zero if your research articles are **NOT** from peer-reviewed journals. I will explain my reasoning for this further in class. Your analysis will discuss those articles within the context of your team’s topic and offer meaningful suggestions for the application of your findings within your workplace or within virtual team projects in general. For example, let’s say the topic your team has chosen is “Performance Appraisal of Virtual Team Members”. Everyone in your team will read numerous articles related to that topic. Your Research Brief should **summarize the findings** (not the entire article) of at least three of those articles of your own choosing and then offer suggestions for using what you have learned from those authors and can apply at your workplace. Perhaps you have found that it is good for team members to evaluate each other’s performance. How will you implement this at work? Perhaps line managers need to know how direct reports have performed in your team. How will you implement this at work? The articles used must have been **published since 2010** in order to insure currency. A list of citations (following APA format) should be appended to your paper. It is critical that you are informed about the current research findings related to virtual teamwork. This will have practical significance in your career. Remember the requirement for thorough editing and a professional well-written document. This must be submitted for Turnitin evaluation. Your Research Brief and the Turnitin report (limited to three pages single spaced - not including the turnitin report) is due by 4/5 at 9:00 PM via the Assignment folder in BB. **Turnitin report file naming conventions required:** (last name, research brief, turnitin); **File naming conventions required:** (last name, research brief)

**Team Project:** You will be assigned to your team during the fourth face-to-face class meeting after you complete the exam. Each team will engage in virtual meetings on a regular basis. These team meetings are expected to be **held during the scheduled class meeting times** (Wednesday – 7:00-9:45 PM). Each team will be offered a choice between two topics related to virtual teams. Team members are expected to research the topics (using UST library databases) and decide which
Managing and Working in Virtual Teams

Charlene A. Dykman, Ph.D.

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teams to optimize the virtual team experience. Obviously, some of the financial analyses will be relatively exact in some recommendations, including financial analysis and organizational impact statements, for managers and members of virtual class.

We will conduct these studies as though for a real organization. Your portfolio will be a product of your research and document the major issues, address the questions posed for you by the other teams and develop a list of critical managerial recommendations for your topic. From the perspective of your assigned topic, you will make significant recommendations, including financial analysis and organizational impact statements, for managers and members of virtual teams to optimize the virtual team experience. Obviously, some of the financial analysis will be relatively exact in some cases (i.e. technology costs) and somewhat high level in others. But it is best to consider and to document costs for items such as transportation to training meetings, costs for consultants, costs for documents, etc. in all of the areas focused upon. We will conduct these studies as though for a real organization. Your portfolio will be a team (group grade) product and will be substantial and clearly address your topic at a management level. It will include your research findings and serious recommendations that relate to your topic for managers and members of virtual teams. The written part of your Project Portfolio must be submitted for Turnitin evaluation and turned in (along with the Turnitin reports) in class on 5/5. You may have included appendices from vendors and/or other sources you have used and these would not be appropriate to submit for Turnitin evaluation. Remember the requirement for thorough editing and a professional well-written document. Each of you will have an individual (individual grade) and team (group grade) part in the presentation of your analysis to the rest of the class.

Your Portfolio is NOT just an extension of the Research Brief. I want each team to feel a lot of openness and flexibility in how you approach/organize this portfolio because each team has a different topic and each team is made up of individuals with different strengths. Don’t feel a lot of boundaries about how you put this all together.

Essentially, your Portfolio is a complement to your Team Presentation. It is not intended that this be a “paper” as such. But think of this whole experience as though the rest of the class is a group of colleagues in this organization. The boss (I guess that is I) has presented you with a request because she wants to understand more about virtual teams from the perspective of your topic. She is going to implement VT’s within the organization and has heard that, for example, Leadership is a critical component of a VT. Or that Conflict can present expensive problems. Or that Communication issues get in the way of productivity.

So she hired your consulting firm (or your department, or your team or whatever) to study this issue and present her with your findings and recommendations for addressing that issue as she moves forward with this effort. So your research is the study that you have done in support of those recommendations. An effective consultant or analyst would discuss what he/she has found in the research and how this relates to this particular organization. What fits and what doesn’t? He/she would make specific recommendations, discuss the impact, organizationally and financially, of those recommendations and try to convince the boss that these recommendations need to be adopted in order to be successful in this endeavor. Your portfolio will contain all of this.

It is not necessary to include or append the Research Briefs. But you will want to include a bibliography, because, you may discuss findings that you did not use in your individual Briefs. Also, remember that the Portfolio is a Team effort, not an individual one. So it is a new document, not a compilation of the individual Briefs. Put your heads together as a Team and decide its contents.

I would expect your presentation includes PowerPoint slides to supplement your verbal presentation.

8. Technology: There will be the following assignments that require use of Information Technology:

1) Online data retrieval and/or research: Web searches related to your team project; Use of UST online library databases for retrieval of peer-reviewed journal articles

2) Online communication or collaboration: You will need to use a group collaboration system, phone conferencing, or, at a minimum, the Collaborate Ultra facility in Blackboard to conduct your virtual meetings.

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to bbhelp@stthom.edu for assistance in using Blackboard. The Collaborate Ultra facility is newly implemented at UST and I am not very familiar with it myself. I have taken several lessons and will go over the basics with you during one class meeting. I encourage you to make use of telephone conferencing and systems which you might have available at work – remember no video is allowed. I will join your first virtual meeting, just to be certain that everyone is connected. So you will need to give me the particulars of where and when you meet for that first virtual meeting. After that, you may choose to use other platforms available at your work place or elsewhere. Your methods of communicating will be decided within your own group through discussions that you hold virtually. Group decision-making is a very important component of virtual teamwork and this provides a wonderful opportunity for you to experience the challenges involved. Some groups like to use a service such as Google docs to assist with editing team documents and that sort of thing. You may NOT use any video conference technology. Phone conferencing is permitted. Choose someone from your Team to keep me informed of your scheduled team meetings and to provide me with access information. I may wish to join you during a virtual meeting, just to make certain that all is going well. I will not be doing this regularly, just if I sense there are some issues with which I can help you as a team. I will NOT be accessing your meetings unannounced, snooping or spying. But I do want to help clarify things if you are struggling with some issues. So let me know where and when you are meeting, especially if you wish for me to join in at some point during a meeting. When you send me a group related email, please cc everyone in your group so that I can respond to all of you with the answer to your questions.

3) **Use of general productivity software:** You will use Word and PowerPoint to develop your project portfolio and presentations. Excel will help document your financial analysis.

4) **Use of specialized software to complete assignments:** You will need to understand how to submit assignments to Turnitin.com for evaluation and how to generate the all-important reports. So please practice with the DUMMY assignment so we can handle any questions while we are meeting face-to-face.

5) **Use of Blackboard learning platform:** You will access documents stored on our Blackboard site and I will use the Blackboard facility for email communication with you.

6) **Information Technology itself is the subject matter of some assignments:** Information technology enables the work of virtual teams. It will be discussed extensively throughout this course.

7) **Students are expected to access their UST email accounts:** My email communications will be through Blackboard to UST email accounts. It is IMPERATIVE that you regularly check your Stthom email. Please keep your inbox empty enough to receive emails. If needed, call 713-525-6900 for assistance with email forwarding.

9. **Course Tentative Schedule:**

<table>
<thead>
<tr>
<th>Assignments of topics, exams</th>
<th>Due dates</th>
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<tbody>
<tr>
<td>Mandatory Classroom Meeting</td>
<td>1/25</td>
</tr>
<tr>
<td>Course Overview and Introductions</td>
<td>Review the slide deck “Class 1 – Intro.”</td>
</tr>
<tr>
<td>Discussion of Dimensions of Teamwork</td>
<td>Found on BB site in Course Documents – Slides</td>
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<tr>
<td>Discussion of Research Brief – use of library databases</td>
<td>for students in pdf</td>
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<tr>
<td>Discussion of Case Study</td>
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<tr>
<td>Discussion of Journal</td>
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<tr>
<td>Discussion of Group Project</td>
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<tr>
<td>Sociometric Exercise</td>
<td></td>
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<tr>
<td>Mandatory Classroom Meeting</td>
<td>2/1</td>
</tr>
<tr>
<td>Discussion of Chapters 1-5 – PowerPoint deck 2</td>
<td>Review slide deck “Class 2”</td>
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<tr>
<td>Discussion of issues in Virtual Communication</td>
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<tr>
<td>Discussion of class deliverables</td>
<td></td>
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<tr>
<td>Mandatory Class Meeting</td>
<td>2/8</td>
</tr>
<tr>
<td>Discussion of Chapters 6-10 – PowerPoint deck 3a and 3b</td>
<td>Review slide decks “Class 3a and 3b”</td>
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<tr>
<td>Discussion of Virtual Teamwork</td>
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<tr>
<td>Mandatory Class Meeting</td>
<td>2/15</td>
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### Mid-term Exam (7:00-8:15) (covering the textbook and class discussions)
Assignment to Teams
Distribution of possible project topics
Group Exercise
Begin individual research on your two topic choices in preparation for your first virtual meeting on 2/22

<table>
<thead>
<tr>
<th>Mid-Term exam</th>
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<tbody>
<tr>
<td>Mandatory Virtual Team Meeting for Technology Check-in</td>
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<tr>
<td>Assignment – establish team communication and decide which topic you wish to pursue</td>
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<tr>
<td>Choice of Team Topic due by 9:00 PM (via email to <a href="mailto:Professor-cadykman@stthom.edu">Professor-cadykman@stthom.edu</a>). CC all your team members, please.</td>
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<tr>
<td>I will email the chosen topics to all teams on 2/23</td>
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<tr>
<td>Virtual Team Meeting as required for Project Work</td>
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<tr>
<td>Begin to consider questions for the other teams</td>
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<tr>
<td>Read the Case Study and draft your case analysis</td>
</tr>
<tr>
<td>Case Study Analysis and Turnitin report due at 9:00 PM via Assignment folder in Blackboard.</td>
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<tr>
<td>Virtual Team Meeting as required for Project Work.</td>
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<tr>
<td>Spring Break – NO CLASS and virtual meetings only if agreed upon by your entire team</td>
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<tr>
<td>Virtual Team Meeting as required for Project Work</td>
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<tr>
<td>Topic Questions for other teams due via email (<a href="mailto:cadykman@stthom.edu">cadykman@stthom.edu</a>)</td>
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<tr>
<td>Journal 1 entries and Turnitin report due in BB assignment folder 9:00 PM</td>
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<tr>
<td>Virtual Team Meeting as required for Project Work.</td>
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<td>Research Brief and Turnitin report due via BB assignment folder</td>
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<td>Virtual Team Meeting as required for Project Work</td>
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<tr>
<td>Mandatory Class Meeting for Oral Presentations (Alpha Beta Gamma)</td>
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<tr>
<td>Evaluations (peer and of responses to your team’s questions)</td>
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<tr>
<td>All Project Portfolios due</td>
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<tr>
<td>All Personal Journal entries and related Turnitin reports for second half of semester are due via assignment folder in Blackboard.</td>
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The above schedule and procedures in this course are subject to change in the event of circumstances beyond the instructor’s control.

### Course Policies

- **Attendance/lateness:** Attendance will be taken in every mandatory class meeting beginning with the first scheduled class meeting. After missing one mandatory class meeting, each class missed will result in a letter grade reduction in your course grade. Attendance is required in your virtual meetings and will be monitored by the professor and assessed by your other team members. You are expected to meet the scheduled start time for all virtual meetings. This is a very real-world approach to your active participation in all the team meetings. In the world of business, failure to show up for meetings is just not tolerated and is particularly problematic in virtual meetings. You will read about this issue in our text. Conduct yourself as professionals with an air of mutual respect for the time demands of others in your group. We **ALL** have lives outside of this class. Your situation is no different from anyone else’s. Please be respectful of this.

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- **Class Participation:** You are expected to participate in class discussions and in all virtual meetings of your teams.
- **Make-up Exams:** There are no make-up examinations in this class.
- **Missed Assignments:** Assignments are due on the day and at the time they are scheduled. You will receive a zero for all missed assignment deadlines. You will find that deadlines take on a very serious importance in virtual team work. Allow yourself the **slack time** needed to get your Turnitin reports done (24 hours for each report) and to make your submissions by the deadline.
- **Extra credit opportunities:** There are NO extra credit opportunities in this class.
- **Extra credit opportunities:** There are NO extra credit opportunities in this class.
- **Cell phones, electronic media:**
  - **During class meetings** – Please turn off cell phones and lap tops during the class meetings. Unless there is a real emergency, do NOT leave the classroom to answer your cell phone or engage in texting.
  - **During Virtual team Meetings** – No video Skype and no webcams are allowed. Use of synchronous phone conference calls, chats and voice chat are allowed. Let’s not be driving down the road trying to have a virtual meeting. Let’s not be attending your child’s party while trying to have a virtual meeting. Let’s not be trying to have a virtual meeting while at the hair salon or at dinner with friends. And, of course, let’s not have a virtual meeting while cooking dinner or while using the restroom facilities. Yes, all such actions have been reported to me by previous students in this class. This did impact the grade of those students. Remember, you have committed 7:00-9:45 PM every Wednesday to meeting with this class, either physically or virtually.
  - **During exams** – no assistance devices are allowed
- **Issues unique to this class:** All contact other than our mandatory class meetings, related to this class must take place virtually. You are not to discuss this class, its individual assignments or its team project face-to-face, either physically or through video conferencing, with other class members or with your friends outside of this class.
- **Access to the Professor:** It is easy to feel disconnected from the professor in this unique class. I am ALWAYAS available to you, as individuals, for discussions (either via the technology, however, I do NOT text, or face-to-face), when there are any issues of concern. I may push you to make decisions yourself and/or work with your group in doing so, rather than seeking answers from me. That is a very important aspect of learning in this particular class. However, I want you to know that I am committed to making your experience in this class a meaningful and successful one. Please call or send me an email if we need to discuss a personal issue related to the class. Questions for clarification need to be asked during the physical class sessions (not after class) because I want to make certain all members of the class have the same information. If you write with a specific question that your team has, please cc all your team members so I can be certain they all get an answer to the question.
- **Turnitin Access:** Class ID=14269132; PW= VTeams

### 11. Student Grading Processes:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
<th>Grade Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Study Analysis</td>
<td>10%</td>
<td>Individual grade</td>
</tr>
<tr>
<td>Mid Term Exam</td>
<td>20%</td>
<td>Individual grade</td>
</tr>
<tr>
<td>Reflections Journal 1 (at mid-term)</td>
<td>5%</td>
<td>Individual grade</td>
</tr>
<tr>
<td>Research Brief</td>
<td>10%</td>
<td>Individual grade</td>
</tr>
<tr>
<td>Project Portfolio*</td>
<td>15%</td>
<td>Group grade</td>
</tr>
<tr>
<td>Presentation (see rubric)</td>
<td>10%</td>
<td>Individual grade</td>
</tr>
<tr>
<td>Presentation (see rubric)</td>
<td>10%</td>
<td>Group grade</td>
</tr>
<tr>
<td>Questions submitted (2%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation of questions addressed (2%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instructor evaluation (6%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reflections Journal 2 (at semester end)</td>
<td>10%</td>
<td>Individual grade</td>
</tr>
<tr>
<td>Attendance and Participation**</td>
<td>10%</td>
<td>Individual Grade</td>
</tr>
</tbody>
</table>

* **Notes on Teamwork Issues** - Today’s professionals spend much of their professional lives working on projects as a part of numerous project teams. We are all expected to make significant contributions to these teams. I expect significant contributions from each of you in the teamwork effort in this class. At the end of the semester, I will solicit feedback from the members of each team regarding the contributions of the other team members. Slackers will receive grades appropriate to their contribution. Do NOT expect your teammates to carry you through this assignment. It does not work in the real world and it will not work in this class. We need the skills and contributions of everyone on the team. You each have a particular set

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of skills. Work in the early part of the semester, as a team, to figure out how each of you can best contribute to the work efforts of your team in developing your project portfolio and presentation. Apply what you have read in our textbook. The peer evaluations will be a significant part of your attendance and participation grade. Remember that we ALL have lives outside work and this class. Your reasons for poor performance will fall on deaf ears with the rest of your team members. Please be respectful of each other. It makes the work so much easier to not have to deal with issues of stress because one team member is not meeting his or her obligations to the rest of the team. Let’s make this a real TEAM EFFORT. You will find how very important this is, more than you might expect, when working on virtual team projects.

** Notes regarding Attendance and Participation – You are expected to attend all scheduled class meetings. I will be taking attendance. You are also expected to attend all virtual meetings scheduled within your own virtual team. Peer evaluations will be a significant factor in the determination of your grade for the attendance and participation element of this class. Please remember that you have enrolled in this class in order to learn about managing and working in virtual teams successfully. You are NOT expected to know how to do all of this already. You are here to learn how to do this and I am here to help you do so. You must bring a serious commitment to this class and the processes involved.

**Grading Scale for this Course:**

- A   = 93 to 100
- A-  = 90 through 92
- B+  = 88 and 89
- B   = 83 through 87
- B-  = 80 through 82
- C+  = 78 and 79;
- C   = 73 through 77;
- C-  = 70 through 72;
- F    = Below 70

12. **Available Support Services:** Doherty Library personnel will assist you in accessing online databases available to UST students. This access will be needed in order to retrieve peer reviewed journal articles for your annotated bibliographies. Students may consult with tutors at the Tutorial Services Center when completing assignments for this course. Based on my assessment of your submissions, you may be required to work with the tutors at the Center to improve your writing skills. Tutors send reports of your visits to the Writing Center to the professor of the class involved in the assignment.

Graduate students in the Cameron School of Business (CSB) are enrolled in Blackboard based resource sites recommended by CSB faculty and librarians for CSB. Send an email to georgeb@stthom.edu if you have problems with access to this site.

Workshops for CSB students are offered during the semester in many different areas including library research, writing skills, presentation skills. Information about the workshops and links to the online sign-up forms for the different workshops will be placed in the Blackboard resource site. You are encouraged to take advantage of these workshops.

**The Cameron School of Business at University of St. Thomas**

**MISSION STATEMENT**

Inspired by the Basilian Fathers’ motto of Goodness, Discipline and Knowledge, the Cameron School of Business provides a comprehensive, high quality, ethically oriented business education to a diverse student body enabling graduates to serve as leaders of faith and character in a global economy.

**Academic Honesty** Ethical conduct is essential to a community of scholars and students searching for truth. Anything less than total commitment to honesty and honorable conduct undermines the efforts of the entire community. Academic integrity lies at the very heart of any institution of higher learning. In the Cameron School of Business, students and faculty are expected to commit to a code that exemplifies each individual’s honor and integrity. Any conduct that violates this standard and betrays the respect of others is a matter of grave concern and, accordingly, is deemed unacceptable.

**Accommodations** The University of St. Thomas abides by the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, which stipulates that no student shall be denied the benefits of an education "solely by reason of a handicap.” If you have a documented disability that may impact your performance in this class and for which you may require accommodations, you must be registered with and provide documentation of your disability to Counseling and Disability Services which is located on the second floor of Crooker Center. Contact Rose Signorello at 713-525-3162.

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