

Teaching guide

IDENTIFICATION DETAILS

Degree:	Integral Leadership Program (Associated with Business Studies + International Relations)		
Faculty/School:	Legal and Business Science		
Course:	GROUP DYNAMICS WORKSHOP		
Type:	Compulsory Internal	ECTS credits:	1
Year:	2	Code:	71335
Teaching period:	Third-Fourth semester		
Teaching type:	Classroom-based		
Language:	English		
Total number of student study hours:	25		

Teaching staff	E-mail
María Jane Rodríguez del Tronco	j.rtronco.prof@ufv.es

SUBJECT DESCRIPTION

Teamwork is an essential element of most professional activities in order to accomplish a high performance. But what's the difference between a group and a team? And what makes an effective team?

This course is an introduction to teamwork skills that will help you improve your own performance and that of your team; both right now in your academic life, and in the future in the professional one.

GOAL

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Since the beginning of time people have formed groups; we are SOCIAL BEINGS. The groups are the basis of family life, leisure, work, etc.
The behavior of the group goes from total chaos to more resounding success. And groups enjoy greater success if they become more productive units called TEAMS.

The objective of this course is to develop in the participants an awareness of what the teams are, how important is the development of team spirit as a factor of professional and organizational success, as well as acquiring knowledge and skills to contribute to the development of a HPT - High Performance Team.

The specific aims of the subject are:

Develop awareness of the differences between group and team.

Understand what is and how a high performance team develops.

Become aware of how individual behaviors and actions can affect team performance.

Be able to identify the phase in which a team is to help the evolution of it.

Recognize the dysfunctions that make a team not advance and get involved in its improvement, learning the key points of action.

Know the dimensions that must be met to build and contribute to the development of a High Performance Team (HPT).

Develop confidence and interpersonal communication skills as key to an HPT.

PRIOR KNOWLEDGE

To follow this course students are expected to review the main concepts covered in the course "Personal Development Workshop (Taller de Herramientas de Desarrollo Personal)" from Year 1, as well as their MBTI Myers-Briggs Type Indicator report.

COURSE SYLLABUS

1. Fundamentals of Teamwork:
 - 1.1. Groupthink vs Teamthink.
 - 1.2. The value of complementarity and synergy.
2. Phases in the development of a team:
 - 2.1. Stages of Team Development (Tuckman).
3. What is and how a HPT develops:
 - 3.1. The 8 areas of an excellent team.
 - 3.2. Dysfunctions of a team. Trust as a key element.
 - 3.3. Dimensions of a team: productivity + positivity.
4. Interpersonal Communications Skills for Teamwork:
 - 4.1. The importance of active listening and empathy.
 - 4.2. Fundamental Interpersonal Orientation Behavior (FiroB): how to adapt our communication to the interpersonal needs of others.

EDUCATION ACTIVITIES

There are several personal skills essential to promote teamwork. Like other competences, a previous awareness of the point of departure and the objective that we want to achieve is needed for its development. For this purpose we will incorporate the methodology of group coaching to further enhance self-discovery, reflection, internalization, learning and implementation of the concepts discussed.

Apart from the face-to-face classes, the students will have to do a team work, as well as some individual exercises, among which are the FiroB questionnaire and a personal essay.

DISTRIBUTION OF WORK TIME

CLASSROOM-BASED ACTIVITY	INDEPENDENT STUDY/OUT-OF-CLASSROOM ACTIVITY
10 hours	15 hours

SKILLS

Ability to communicate with others assertively.

Ability to work as a team, assuming leadership when necessary.

LEARNING RESULTS

The student will be able to identify the dimensions and key areas to build a high performance team.

The student will be able to identify the stage of development in which the team is to adapt his behavior and facilitate its evolution and maturity towards a high performance.

The student will be able to adapt his style of communication to the needs of the team and the personality profile of its members, with the aim of creating and maintaining the positivity that it needs for its proper development.

The student will be prepared to become aware of the importance of emotional intelligence in the communication and influence with others.

LEARNING APPRAISAL SYSTEM

- Attendance and participation in class / workshops: 60% (*)
- Team project: 25% (**)
- Individual essay: 15% (***)

(*) It will be necessary to attend at least 80% of the classes, in order to qualify this concept and weigh in the final grade of the course.

(**) Team project is mandatory. At least a grade of 5/10 will be necessary to weigh in the final grade of the course.

(***) Individual essay is mandatory. At least a grade of 5/10 will be necessary to weigh in the final grade of the course.

OBSERVATIONS:

To pass the course, a final grade of 5/10 will be necessary. Students who are unable to attend class in a justified manner will have to apply for the corresponding academic dispensation at least 15 days in advance. And each

case will be individually considered by the Professor to design an alternative learning assessment system.

If the course is not normally taken as established, the student should:

- Perform a final exam on the concepts treated in the course (60%), and in which it will be necessary to obtain at least a 5/10 to consider in the final grade.
- Perform an individual work of double reflection (40%), on a film and on a book, as indicated by the Professor. However, the student will be responsible for contacting the Professor at least 8 weeks before the exam to be indicated the titles to work on.

BIBLIOGRAPHY AND OTHER RESOURCES

Basic

BUITRAGO, A.; LUNDIN, S.; NELSON, B. (2010): "Ubuntu!: Un fascinante fábula sobre la filosofía africana del trabajo en equipo". Ed. Alienta.

LENCIONI, P. (2003): "Las cinco disfunciones de un equipo". Ed. Empresa Activa.

Additional

CARR, C.; PETERS, J. (2013): "50 Tips for Terrific Teams: Proven Strategies for Building High Performance Teams". Ed. FriesenPress.

LALOU, F. (2017): "Reinventar las organizaciones". Ed. Arpa.

LENCIONI, P. (2016): "Equipos ideales". Ed. Empresa Activa.

WATERMAN, J.; ROGERS, J. (2004): "Introduction to the FIRO-B Instrument". Ed. CPP.