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BMGT 444.01: Leading Teams & Conflict Management

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BMGT 444: Leading Teams & Conflict Management

University of Montana College of Business

Instructor Information:
Professor: Theresa Floyd, PhD
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Cell phone: 858-243-7216 (texts preferred)
Office: GBB 306
Office Hours: MW 12:30-2:00; or contact me for an appointment. Happy to meet via Zoom if that works better for you.

Course Information:
Fall semester 2022
3 credits; letter grade
Meeting Place: GBB 123
Meeting Time: MW 2:00-3:20 PM
Prereq: BGEN 341, COB lower core completed

Course Description:
This course teaches students essential skills in written, verbal, non-verbal, visual, and persuasive communication, building and equipping effective teams, relationship-building, conflict management, mediation, and negotiation. There is an emphasis on skills practice through role play, simulations, and real-life applications.

Learning Objectives:
Upon completing this three-credit course, students will be able to:
- *Demonstrate* effective written, verbal, non-verbal, visual, and persuasive communication skills through class exercises and assignments
- *Articulate* the essential factors that influence team effectiveness
- *Explain* the importance of process and norms to team performance
- *Understand* how to use conflict management, mediation, and negotiation tactics to advance organizational goals and team performance
- *Implement* conflict management techniques through skills practice

Required Readings:
- All readings will be available in the course Moodle shell, under the course topics.
- We will use an online software program called **PitchVantage** to practice our visual and verbal communication skills. The cost for the software is $39.
- We will use another online software program called **OpenMind** during the Conflict Management section of the course. This platform is completely free for student use!

PitchVantage Instructions

PitchVantage is a presentation simulator (with a simulated environment and audience) that records video and audio of your practice sessions so that you can watch and hear yourself present. The cloud-based software also automatically analyzes the tone of your voice, your pauses, your pace, and several other delivery elements, provides both real-time and instant follow-up feedback to help you identify weak points in your delivery, and makes suggestions on how you can improve them. In addition, you can share your recordings with peers and your instructor in PitchVantage and receive real-time feedback from them as your video plays back.

How to register: this set-up sheet provides registration and log-in info: **PitchVantage Set-up**

The best way to use this tool is to practice, pay close attention to the feedback, review your videos, and repeat several times. To improve your professional presentation delivery, you must rehearse anyway; you might as well do so using a tool that gives you feedback about how to improve. This interactive approach has shown to more rapidly and dramatically improve presentation delivery than practicing without feedback.

If you run into any issues, please check the **support website** for solutions or reach out directly to PitchVantage at **support@pitchvantage.com**.

OpenMind Instructions

OpenMind is an interactive online program that explores the inner workings of the mind and the psychological roots of our ideological differences. The program will equip you with insights and skills to help you better understand yourself and others. It will empower you to be more in control of your thoughts and feelings so that you can make better decisions, be happier, and navigate challenging conversations more effectively.

The program consists of 8 interactive lessons, each of which takes ~30 minutes to complete. After you complete each lesson, you'll receive a reminder email to continue moving through the program.

To begin using OpenMind, please follow these steps:
- Go to the following link to access OpenMind: **https://constructivedialogue.org/app/user?AccessCode=6TXR-FALL22**
- Create a username and password with GuidedTrack.
- Once you're logged in, you will be guided through a 5-minute orientation to begin using the program.

Note: In case you're prompted, the access code for our group is **6TXR-FALL22** (case-sensitive).

Grading Scale:

A ....93% and above	B – ......80% to 82%	D+......67% to 69%
A – ......90% to 92%	C +.......77% to 79%	D ....63% to 66%
B +.......87% to 89%	C...........73% to 76%	D-.......60% to 62%
B...........83% to 86%	C -......70% to 72%	F.........Below 60%

Requirements:

This class consists of a combination of readings, group discussion, and practical application. Your learning experience depends on personal participation and involvement. Sharing your perceptions and ideas with others is critical for learning and understanding. You should be prepared to take some risks and to be supportive of others' efforts to do the same.

Assignments and exams are INDIVIDUAL work. Cheating or plagiarism results in earning a 0 for that assignment or exam. Second offense results in failing the class.

Exams	30%
Assignments	30%
In Class Activities	15%
Final Project	25%

Exams

There are three timed, online, non-cumulative exams associated with the course. The exams will consist of multiple choice, matching and T/F questions. Dates for the exams are listed on the course calendar. You will access the exams in Moodle.

Each exam will cover the material presented in the weeks leading up to the exam – none of the exams will include explicit review questions from previous exams, but many of our topics build upon one another, so a thorough understanding of each section will help on later exams.

Exams are open book, but **don't make the mistake of not preparing for them**! The questions will be difficult, and you won't have enough time to look up every answer – you need to know the materials well.

I rewrite exam questions every year, so you won't be able to find them with quick google searches. I compare answers across exams to see if people missed similar questions. It also counts as cheating to post your answers on "study" websites. I check for this, so don't lose all your hard work trying to help others.

Assignments

The assignments in this course are designed to help you OWN the material - you will test your learning to ensure understanding, apply what you've learned to real-life, and practice using your new skills. All assignments are posted under the topics that they refer to, and the due date is clearly posted for each one. You can also find the due dates on the course calendar. Late assignments without excused absence (e.g., illness accompanied by a doctor's note, family emergency) will be penalized 30% of their score.

In-class Activities

Do your best to attend class, read and think about the readings or cases before class, complete assignments, and to contribute to the class by actively participating in the class discussions and exercises.

Contributing during class does not mean talking non-stop - a few thoughtful, insightful comments can contribute more than talking all the time. Quality counts as does active listening to your classmates. What does NOT count is being physically in class but mentally elsewhere (checking Twitter feed, etc.). I'd like this class to be a relatively stress-free, open, and fun class environment. Learning should be fun!

Do not hesitate to share your thoughts and do not feel like you are being analyzed and evaluated on everything you say. If you do not get an opportunity to ask your question during class, stop by my office or feel free to contact me via e-mail.

During the negotiation section of the course, we will practice our negotiation skills through a series of exercises in class. You will be responsible for preparing for each negotiation and you will be graded on your results in the in-class exercises.

Final Project

Working on teams is an integral part of the workplace. Therefore, group work is an important part of this course and your grade. I dedicate class days to work on the team project. You should expect to spend time outside of class on this project as well.

I'll assign teams early in the semester, and you'll have an opportunity to make requests for team members. I understand that meeting as a team can pose logistical difficulties. I suggest that you work out a regular meeting time in advance and hold team members accountable. If you have difficulty meeting face-to-face, please use Zoom, Slack, or other project management tools to collaborate.

Your team will choose a news story about a real-life organization with issues surrounding communication, conflict, or negotiation. You will describe the problem(s), identify relevant concepts from our course, conduct research, and propose solutions. The goal is to apply course concepts, frameworks, and learning to the "consulting" project.

> **Deliverable 1:** Team process and norms; schedule of meetings and goals for each meeting.

Deliverable #2: Explanation of the organization's problem; org history/culture factors contributing to the problem, class topics that are related; research to understand the problem: use course materials and outside research to identify causes.

Deliverable #3: Research to solve the problem: use course materials and outside research to generate solutions; create an action plan for the organization; generate the presentation materials and notes that you will use to present your case on the final day of class.

Deliverable #4: Practice team presentation using PitchVantage. Identify areas for improvement for final Pecha Kucha Presentation.

Peer Evaluation: You are expected to be a reliable and productive teammate and contribute your fair share to the team project. At the end of the semester, your teammates will each grade your performance (anonymously via survey) and the average of these grades will constitute your Peer Evaluation score.

Your final grade on the group project will be broken down as follows:
Deliverable 1: 10%
Deliverable 2: 15%
Deliverable 3: 15%
Deliverable 4: 10%
Pecha Kucha Presentation: 10%
Peer Evaluation: 40%

More detailed instructions are in Moodle.

Course Expectations
Students are expected to demonstrate communication skills, ethical decision making, and professionalism in the classroom. Positive contribution to class discussions is required.

COVID-19 mitigation
The University encourages COVID-19 vaccines and boosters, which are offered for both students and employees at the Health Services Pharmacy inside Curry Health Center.

Masks are only required inside Curry Health Center and in some medical/research laboratories on campus. This requirement will be clearly posted. Required or not, we respect those choosing to wear a mask to reduce spread of respiratory viruses.

COVID-19 testing for students is available at Curry Health Center. For employees, contact your primary care provider or visit a walk-in clinic. Free at-home tests can be ordered online, or there may be tests available through the Health Services Pharmacy by calling 243-5171.

If you feel sick and/or are exhibiting COVID symptoms, please don't come to class and contact the Curry Health Center at (406) 243-4330. If you're required to isolate or

quarantine, please contact me so I can give you the support you need to keep up in the class.

Being Prepared
Students are expected to complete the readings and other preparations, including any assignments PRIOR to class. Students will find that the lectures, discussion materials, and exercises supplement the readings instead of serving as a review of the material covered in the readings. As such, students are expected to diligently complete the readings and be prepared to ask questions regarding any materials that they do not understand. The expectation is to have a highly interactive learning environment.

Do not be afraid to participate because of the size of the class and never hesitate to ask questions. If you do not get an opportunity to ask your question during class, stop by my office or feel free to contact me via e-mail.

Professional Behavior
There are very high expectations about professional behavior in the College of Business. Refer to the Code of Professional Conduct:

http://www.business.umt.edu/ethics/professional-conduct-code.php.

I expect the following professional behaviors:

- Complete readings in a timely manner.
- Participate fully in class discussion and be a supportive colleague to your classmates.
- Do your fair share on the team project.
- Foster academic honesty.

Ethical Guidelines
Stealing someone else's ideas is the same as stealing someone's property. Cite others' ideas in standard footnote or endnote format (in written work and all projects). Paraphrase whenever possible. In general, a paraphrase uses no more than three of the same words in a sentence as the original source.

The University of Montana Student Conduct Code specifies definitions and adjudication processes for academic misconduct and states, "Students at the University of Montana are expected to practice academic honesty at all times."
See: http://ordway.umt.edu/SA/VPSA/index.cfm/name/StudentConductCode for a full review of the **University of Montana's student conduct code**.

At UM, we believe in academic honesty. Do the right thing and stand up for our values.

Moodle
All class-related communication will be done through Moodle. I will post class notes, any additional readings or other materials, and announcements on this site.

Emergency procedures
UM Emergency Procedures video: https://www.youtube.com/watch?v=iZ_9_Oj9ec4

My Commitment to Inclusion
Consistent with the UM Diversity, Equity, and Inclusion Plan, I strive to include the representation of the different identities, characteristics, experiences, and perspectives of all students. I will offer everyone what they need to succeed by increasing access, resources, and opportunities for all, especially for those who are systematically underrepresented and have been historically disadvantaged. I will create a welcoming learning environment in which differences are celebrated and everyone is valued, respected, and able to reach their full potential. If I fall short on any of these commitments, I kindly ask you to let me know, so I can rectify my mistakes.

Accessibility
If you are a student who has special needs because of a learning disability or any other kind of disability, please contact me during the first week of class so that we can make appropriate accommodations to ensure you receive the full benefit of the course. The Office for Disability Equity (ODE) can be reached at (406) 243-2243 (Voice/Text) or **ode@umontana.edu**. Their website can be accessed via this link: **https://www.umt.edu/disability/**

Cultural Leave Policy
UM has a Cultural and Ceremonial Leave Policy: "Cultural or ceremonial leave allows excused absences for cultural, religious, and ceremonial purposes to meet the student's customs and traditions or to participate in related activities. To receive an authorized absence for a cultural, religious, or ceremonial event the student or their advisor (proxy) must submit a formal written request to the instructor. This must include a brief description (with inclusive dates) of the cultural event or ceremony and the importance of the student's attendance or participation. Authorization for the absence is subject to approval by the instructor. Appeals may be made to the Chair, Dean or Provost. The excused absence or leave may not exceed five academic calendar days (not including weekends or holidays). Students remain responsible for completion or make-up of assignments as defined in the syllabus, at the discretion of the instructor."

Food and Housing Insecurity
Any student who faces challenges securing food or housing, and believes that this could affect their performance in this course, is urged to contact any or all the following campus resources:

- **Food Pantry Program**: UM offers a food pantry that students can access for emergency food. The pantry is open on Tuesdays from 12 to 5 PM and Fridays from 10 AM to 5 PM. The pantry is located in UC 119 (in the former ASUM Childcare offices). Pantry staff operate several satellite food cupboards on campus (including one at Missoula College). For more information about this program, email umpantry@mso.umt.edu, visit the UM Food Pantry **website**, or contact the pantry on social media (@pantryUm on twitter, @UMPantry on Facebook, um_pantry on Instagram).
- **ASUM Renter Center**: The Renter Center has compiled a list of resources for UM students at risk of homelessness or food insecurity. Students can schedule an appointment with Renter Center staff to discuss their situation and receive information, support, and referrals.
- **TRiO Student Support Services**: TRiO serves UM students who are low-income, first-generation college students or have documented disabilities. TRiO services include a textbook loan program, scholarships and financial aid help, academic advising, coaching, and tutoring. Students can check their **eligibility for TRiO services** online. If you are comfortable, please come see members of the teaching team. We will do our best to help connect you with additional resources.
- Please contact me any time for help if you are comfortable doing so. I will do my best to help connect you with additional resources

Student Mental Health and Well-being
At UM, we value every student's well-being and believe that taking care of yourself is imperative to your success as a student. College students often experience issues that may interfere with academic success such as academic stress, sleep problems, juggling responsibilities, life events, relationship concerns, or feelings of anxiety, hopelessness, or depression. If you or a friend is struggling, we strongly encourage seeking support. Helpful, effective resources are available on campus.
- If you are struggling with this class, please visit during office hours or contact me by email at theresa.floyd@umontana.edu
- Check-in with your academic advisor if you are struggling in multiple classes or if you are unsure whether you are making the most of your time at the University of Montana
- Reach out for Counseling Support at Curry Health Center Counseling. To make a counseling appointment call 406-243-4712 or go online to the Curry Health Portal to schedule an appointment
- If you feel you need accommodations for a mental health concern, reach out to the Office of Disability Equity (ODE) at 406-243-2243
- If you feel that you would benefit from general wellness skills to support your overall stress reach out to CHC-Wellness at 406-243-2809
- If you have experienced sexual assault, relationship violence, bullying, intimidation, or discrimination contact the Student Advocacy Resource Center (SARC) 406-243-4429 *24/7 support line 406-243-6559
- If you are experiencing a mental health crisis and seeking immediate help, call 911, go to the nearest hospital emergency room or call Campus Safety at 406-243-4000

Other Resources:
- 24/7 National Suicide Prevention Lifeline/Crisis Counseling: 1-800-273-TALK(8255)
- 24/7 Community Resource line, text 211 or go to: https://montana211.org/
- The Strong Hearts Native Helpline: (844) 762-8483
- National Crisis Text line, text "HOME to 741741
- STUDENTS OF COLOR, text "STEVE" to 741741
- LGBTQIA2S+ Students, text "START" to 678678
- 24/7 Trevor Lifeline - for LGTBQIA2S+ folks in Crisis: (866) 488-7386, https://www.thetrevorproject.org/

Grievance Procedures
The formal means by which course and instructor quality are evaluated is through the written evaluation procedure at the end of the semester. The instructor and department chair receive copies of the summary evaluation metrics and all written comments sometime after course grading is concluded. Students with concerns or complaints during the semester should first communicate these to the instructor. This step almost always resolves the issue. If the student feels that the conflict cannot be resolved after meeting with the instructor, the student should contact the department head. If, after speaking with the department head and the instructor, the student still feels that the conflict has not been resolved, contact the Associate Dean of the College of Business.

Drops and Incomplete Grades
This course follows published UM policies on drop dates and incomplete grades.

Policy per the UM catalog: "Incomplete grades are not an option to be exercised at the discretion of a student. In all cases it is given at the discretion of the instructor within the following guidelines. A mark of incomplete may be assigned students when (1) the student has been in attendance and doing passing work up to three weeks before the end of the semester, and (2) for reasons beyond the student's control and which are acceptable to the instructor, the student has been unable to complete the requirements of the course on time. Negligence and indifference are not acceptable reasons.

Mission Statement and Assurance of Learning
The College of Business at the University of Montana creates transformative, integrated, and student-centric learning experiences, propelling our students to make immediate and sustained impact on business and society. We nurture our students' innate work ethic to develop confident problem solvers and ethical decision makers. We pursue thought leadership and collectively create opportunities for a better life for our students, faculty, and staff.

COB Core Values
- Students first: We educate the whole person
- Experiential learning: We create experiences that matter
- Thought leadership: We create rigorous and relevant knowledge

- Stewardship: We value people, planet and profit

COB Learning Goals:
As part of our assessment process and assurance-of-learning standards, the COB has adopted the following learning goals for our undergraduate students:
- Learning Goal 1: COB graduates will possess fundamental business knowledge in the core disciplines of Accounting, Finance, Management Information Systems, Management and Marketing.
- Learning Goal 2: COB graduates will be able to integrate business knowledge.
- Learning Goal 3: COB graduates will be effective communicators.
- Learning Goal 4: COB graduates will possess problem-solving skills.