Elective Course 9: Team Dynamics at Work

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	H3PE517	Course Duration:	30 Hours

Course Objectives:
- To provide an understanding of the fundamental concepts of team dynamics and their significance in organizational effectiveness.
- To explore the processes of team formation, development, and team role structures in workplace settings.

Course Outcomes:
- CO1: Understand fundamental concepts of team development and team roles.
- CO2: Analyse team dynamics including group norms, cohesiveness, and decision-making.
- CO3: Apply strategies to manage team conflict and foster collaboration.
- CO4: Evaluate team performance in diverse and virtual environments.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	**Introduction to Team Dynamics:** ● Concept of groups and teams ● Differences between groups and teams ● Types of teams: Cross-functional, Self-managed, Virtual ● Importance of teams in organizations ● Team composition and roles ● Reasons of success and failure of teams: Common Pitfalls and Best Practices	CO1	4

2	**Team Composition, Formation, and Development:** ● Team Composition: Understanding KSAOs (Knowledge, Skills, Abilities, Other Characteristics), Role Clarity and Role Congruence, Team Diversity (Demographic, Functional, Cognitive) and its Impact. ● Stages of Team Formation: Tuckman's Model ● Team roles (Belbin's team roles) ● Team norms and ground rules ● Onboarding into teams	CO1, CO2	4
3	**Team Communication and Interpersonal Skills:** ● Communication styles and barriers in teams ● Listening and feedback skills ● Role of emotional intelligence ● Discovering Facets of Interpersonal Trust through Johari Window ● Communication Skills for Effective Teamwork: Active Listening and Empathetic Responding, Giving and Receiving Constructive Feedback, Non-Verbal Communication in Team Settings ● Experiential Learning Methodologies: T-Group Sensitivity Training, Encounter Groups, appreciative enquiry.	CO2, CO3	4
4	**Team Conflict, negotiation and Leadership:** ● Sources of conflict in teams ● Functional vs. dysfunctional conflict3 ● Conflict resolution styles (Thomas-Kilmann model) ● Negotiation and mediation techniques ● Sources of conflict in teams ● Functional vs. dysfunctional conflict ● Conflict resolution styles (Thomas-Kilmann model) ● Negotiation and mediation technique	CO2, CO3	4

	● Team Leadership: Roles, Styles (e.g., Transformational, Servant, Distributed Leadership), and Challenges ● Power Dynamics in Teams: Sources of Power and their Influence.		
5	**Team Decision Making and Interpersonal Orientation:** ● Techniques for Effective Team Decisions: Brainstorming, Nominal Group Technique, Delphi Method, Consensus Building ● Discovering the Interpersonal Orientation through FIRO-B: Understanding Inclusion, Control, and Affection Needs, Application of FIRO-B for enhancing self-awareness and team compatibility, Interpreting FIRO-B results for team building and conflict prevention.	CO2	4
6	**Developing Collaboration and Building Team Morale:** ● Strategies for Developing Collaboration and Synergy: Establishing Shared Goals and Interdependence, Promoting Cross-Functional Communication and Knowledge Sharing, ● Building Team Morale and Cohesion, Team Evaluation and Feedback Mechanisms: Continuous Improvement, Future Trends in Team Dynamics: Virtual Teams, AI in Teams, Global Teams	CO3	4
7	**Diversity and Inclusion in Teams:** ● Impact of cultural, generational, and gender diversity ● Managing biases and promoting inclusivity ● Benefits and challenges of diverse teams ● Case examples of inclusive team practices	CO4	3
8	**Virtual and Hybrid Team Dynamics:**	CO4	3

	• Characteristics of virtual and hybrid teams • Tools for remote collaboration • Challenges: communication, trust, engagement • Strategies for effective virtual teamwork		

Textbooks:

1. Donelson R. Forsyth "Groups: Interaction and Performance"
2. William G. Dyer, W. Gibb Dyer Jr., Jeffrey H. Dyer, "Team Building: Proven Strategies for Improving Team Performance"
3. Stephen P. Robbins, Timothy A. Judge, "Organizational Behavior"

Reference Books:

1. J. Richard Hackman, "Leading Teams: Setting the Stage for Great Performances"
2. Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler, "Crucial Conversations: Tools for Talking When Stakes Are High"
3. Marty Brounstein, "Managing Teams for Dummies"
4. Daniel Goleman, "Emotional Intelligence: Why It Can Matter More Than IQ"