

SYLLABUS

OB402E_OL_0101_26

Becoming an Effective Manager and leader

ACADEMIC AREA :	MANAGEMENT AND STRATEGY
PROGRAMME :	PGE
PERIOD :	SPRING
COORDINATOR :	Ms. Vanja RADOSAVLJEVIC
INSTRUCTOR(S) :	Ms. Vanja RADOSAVLJEVIC
CONTACT HOURS :	3.0 hours
STUDY TIME :	15(videos, quizzes, notes)+20(homework, readings) hours (Class preparation, homework
CREDITS :	4.0 ECTS
AOL :	NO

PRE-REQUISITE MODULES :

None

MODULE DESCRIPTION :

This course provides theoretical and practical insights into effective team management. Covering foundational principles, coaching, conflict resolution, virtual and global team dynamics, change leadership, and decision-making, students will explore practical strategies supported by academic theories and real-life examples. The module aims to develop skills in addressing various team management challenges, fostering informed decision-making for improved performance and collaboration.

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

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MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Learn academic concepts and theories regarding the factors of team performance and individual behavior in teams 2. Learn the evidence-based best practices of team management based on academic research, real-life examples, and case-studies 3. Be able to recognize typical team management situations, define and describe them in conceptual terms 4. Be able to critically analyze real-life situations and managerial actions related to team management 5. Be able to suggest solutions to team management problems by applying the theoretical knowledge learned in the course

TOPICS COVERED :

1. Team management foundations 2. Coaching and developing employees 3. Managing team conflicts 4. Managing virtual teams 5. Managing a global team 6. Managing team during a change 7. Leadership and decision making

RESEARCH-LED TEACHING :

The course content will include the latest research findings either through LinkedIn videos or by providing links to the newest studies within the corresponding Moodle sections.

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

The curriculum's emphasis on effective leadership and team management contributes to Goal 3 (Good Health and Well-being) by fostering a positive work environment that promotes employee well-being. Its focus on conflict resolution aligns with Sustainable Development Goal 16 (Peace, Justice, and Strong Institutions), as it aims to create workplace cultures that mitigate conflicts, contributing to a more peaceful and just working environment.

CSR NB HOURS :

3

SUSTAINABLE DEVELOPMENT GOALS COVERED :

- 03 - Good health and well-being
- 16 - Peace, justice and strong institutions

TEACHING METHODS :

This is an asynchronous online course. Students assimilate the online material at their own pace. The sessions below are a grouping of topics and not sessions limited to a time frame. Critical reflection essay will be turned in three stages during the course.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Individual Final Exam in class	Individual	Report	40%		1-5
Continuous	Individual	Other	40%		1-5
Continuous	Individual	Quiz	20%	30 Minutes	1-5

Assessment 1 details:

A report is an assignment based on critical analysis of different situations or questions addressing 7 topics of the course. To each of the questions of the assignments, students will need to provide a developed answer and argumentation based on their knowledge of the theoretical concepts and additional readings and video material on Moodle.

Assessment 2 details:

Completion of online learning in a timely manner.

Assessment 3 details:

The quiz consists of multiple choice questions that address theoretical knowledge of the core topics of the course.

ACADEMIC INTEGRITY :

Academic misconduct encompasses various behaviors or actions that violate the principles of academic integrity, fairness, and honesty, thereby undermining the credibility of academic work, assessments, or research. Examples of academic misconduct include:

- Cheating
- Plagiarism
- Fabrication
- Gaining an unfair advantage
- Assisting others in committing academic misconduct, such as by utilizing generative AI
- Falsification of records or official documents
- Unauthorized access to restricted information or data
- Unauthorized or unethical use of generative AIS

Academic misconduct is a serious offense and can result in consequences such as module failure, research project failure, or even expulsion from the school. To prevent unintentional academic misconduct, it is essential to consult with your instructor to understand the specific rules and instructions pertaining to the use of AI in learning and assessment.

For more comprehensive information on academic integrity rules, principles, and disciplinary procedures, please refer to the Academic Integrity section of the Student Handbook.

BIBLIOGRAPHY :

Additional Reading

Articles and mini-cases will be provided by the instructor for every session.

MODULE PLAN SESSIONS :

Plan Session 01 :

1. Team management foundations

This section addresses some of the key points that team managers need to do if their team is to thrive and succeed. These range from choosing the right people, delegating, to communicating, creating an atmosphere of psychological safety, developing and motivating people.

Plan Session 02 :

2. Coaching and developing employees

In this section, students will learn about the importance of coaching for team members' development, growth, and performance.

Plan Session 03 :

3. Managing team conflicts

Team conflicts are inevitable. However, the way conflict is managed is what makes or breaks a team. This section provides students with knowledge about conflict resolution strategies, which can prevent and facilitate the resolution of team conflicts.

Plan Session 04 :

4. Managing virtual teams

Currently, more people are working remotely than ever before. Group dynamics and communication in virtual teams are different from that of regular teams. In this section you will learn how to maximize productivity, growth and job satisfaction of the members of remote teams.

Plan Session 05 :

5. Managing a global team

More and more businesses are relying on a geographically diverse workforce to flourish in today's global economy. Managing a global team implies being in charge of leading teams of people with a variety of professional as well as cultural backgrounds, locations, and work ethics.

Plan Session 06 :

6. Managing team during a change

Change is constantly happening on your team and in business. Whether it's new leadership, a reorganization, a merger or acquisition, successfully leading a team through change is hard and it presents both opportunities and challenges. To maximize benefits and minimize stress, leaders need to be organized, strategic and almost overly prepared. This section provide relevant and practical tools for managers to be effective as the messengers of a change initiative.

Plan Session 07 :

7. Leadership and decision making

Leading a team or company to success involves making critical decisions and evaluating the decisions of others. In this section students will learn about the variety of leadership styles, roles and decision-making strategies.

