



SCHOOL OF BUSINESS
AND MANAGEMENT OF
TECHNOLOGY OF BSU



Innovative ICT Education for Social-Economic Development (IESED)
574283-EPP-1-2016-1-LT-EPPKA2-CBHE-JP

TEAM BUILDING

Minsk 2018

1. COURSE PLAN

Year of study	Semester	Academic hours					Hours of course work	ECTS	Number of hours
		Total	Lecture	Seminar	Practice	Independent work			
3		164	40	40	20	64	–	6	Full-time 228
	5	68	16	16	10	26	–	2	
	6	96	24	24	10	38	–	4	
4		164	18	18	4	124	–	6	Part-time 228
	7	68	6	6	4	52	–	2	
	8	96	12	12	–	72	–	4	

2. COMPETENCES

Master and apply basic scientific and theoretical knowledge to solve theoretical and practical tasks;

Be able to delegate powers, distribute assignments and liability among employees to ensure effective performance of organization departments;

Hold overall and group team meetings as well as business talks and negotiations;

Form innovative project teams on the basis of major management techniques;

Be a team player.

3. COURSE GOAL

To acquire theoretical knowledge in the field of team-building, alongside with practical skills to build and run a team, prevent and settle conflicts, create and maintain favorable team atmosphere and conditions which would contribute to effective solving the tasks and reaching the aims of the organization.

4. COURSE OUTCOMES

After completing this course student will be able to:

know and understand the peculiarities of team management when carrying out group work;

build a team in accordance with the peculiarities of the implemented group activity;

organize group work and to run the team efficiently;

create favorable team environment, select and put into practice an appropriate rational management style, ensure effective communicating, hold efficient business meetings, to manage conflicts.

5. COURSE CONTENT (full-time)

№	Name of the topic	Number of academic hours					Form of student's knowledge control
		TOTAL	Lecture	Seminar	Practical classes	Independent work	
1	2	3	4	5	6	7	8
1	Team and Group Work	6	2	2	–	2	Oral discussion. Mini-reports in the topical points. Discussing mini-reports on the topical points.

№	Name of the topic	Number of academic hours					Form of student's knowledge control
		TOTAL	Lecture	Seminar	Practical classes	Independent work	
							Written report. Oral presentation on the topic of the written report. Discussing oral presentations on the topics of the written reports. Test №1
	Team-building	38	8	8	6	16	Oral discussion. Mini-reports in the topical points. Discussing mini-reports on the topical points. Written report. Oral presentation on the topic of the written report. Discussing oral presentations on the topics of the written reports. Test №2
3	Team Management	24	6	6	4	10	Oral discussion. Mini-reports in the topical points. Discussing mini-reports on the topical points. Written report. Oral presentation on the topic of the written report. Discussing oral presentations on the topics of the written reports. Test №3
3	Team Management	24	6	6	4	10	Oral discussion. Mini-reports in the topical points. Discussing mini-reports on the topical points. Written report. Oral presentation on the topic of the written report. Discussing oral presentations on the topics of the written reports. Test №3
	Total in the 5th semester	68	16	16	10	26	
4	Power and Influence in Team	16	4	4	–	8	Oral discussion. Mini-reports in the topical points. Discussing mini-reports on the topical points. Written report. Oral presentation on the topic of the written report. Discussing oral presentations on the topics of the written reports. Test №4
5	Communications in Team	16	4	4	2	6	Oral discussion. Mini-reports in the topical points. Discussing mini-reports on the topical points. Written report. Oral presentation on the topic of the written report. Discussing oral presentations on the topics of the written reports. Test №5
6	Business Culture and Ethics of Team Communication	16	4	4	4	4	Oral discussion. Mini-reports in the topical points. Discussing mini-reports on the topical points. Written report. Oral presentation on the topic of the written report. Discussing oral presentations on the topics of the written reports.

№	Name of the topic	Number of academic hours					Form of student's knowledge control
		TOTAL	Lecture	Seminar	Practical classes	Independent work	
							Test №6
7	Conflicts Management in Team	16	4	4	2	6	Oral discussion. Mini-reports in the topical points. Discussing mini-reports on the topical points. Written report. Oral presentation on the topic of the written report. Discussing oral presentations on the topics of the written reports. Test №7
8	Changes Management in Team	16	4	4	2	6	Oral discussion. Mini-reports in the topical points. Discussing mini-reports on the topical points. Written report. Oral presentation on the topic of the written report. Discussing oral presentations on the topics of the written reports. Test №8
9	Development of Team Professionalism	16	4	4	–	8	Oral discussion. Mini-reports in the topical points. Discussing mini-reports on the topical points. Written report. Oral presentation on the topic of the written report. Discussing oral presentations on the topics of the written reports. Test №9
Total in the 6th semester		96	24	24	10	38	
Total		164	40	40	20	64	

6. COURSE CONTENT (part-time)

№	Name of the topic	Number of academic hours					Form of student's knowledge control
		TOTAL	Lecture	Seminar	Practical classes	Independent work	
1	2	3	4	5	6	7	8
1	Team and Group Work	8	2	2	–	4	Oral discussion. Mini-reports in the topical points. Discussing mini-reports on the topical points. Written report. Test №1
2	Team-building	30	2	2	2	24	Oral discussion. Mini-reports in the topical points. Discussing mini-reports on the topical points. Written report. Oral presentation on the topic of the written report. Discussing oral presentations on the topics of the written reports. Test №2

7. THEORETICAL CONTENT

№	Names of topics	Content
1	Team and Group Work	Team as management object. Allotment of team roles. Target role and team-player's basic skills. The concept of group work and its classification. General approaches to group work management: coaching, mentoring, moderation, facilitation
2	Team-building	Team as collective. Psychological compatibility and cohesiveness in a team. Efficient team characteristics. Principles of selecting team members. Models of team-building and their stages. Adaptation of new team members
3	Team Management	Essence and meaning of labor organization. Labor division and cooperation. Labor ordering. Delegation of authorities. Team work projecting. Group work organization. Methods of operational management of group work. Team members' motivation system. Evaluation of team and team members' efficiency
4	Power and Influence in Team	Contents and sources of power. Leadership and relationship of company management. Styles of management
5	Communications in Team	Essence and meaning of communication process. Communicative networks and styles. Barriers in team communications. Influence of interpersonal relations on communication efficiency. Preparation and holding of business meetings
6	Business Culture and Ethics of Team Communication	Essence and contents of business culture. Professional ethics and business etiquette. Ethics of relationship between team leader and their superiors and inferiors. General rules of business communication ethics. Speech etiquette in manager's business communication. Phone talks etiquette. Rules of holding business talks
7	Conflicts Management in Team	Essence and classification of conflicts. Reasons and after-effects of conflicts. Development of conflicts. Preventing conflicts. Methods of conflicts settling
8	Changes Management in Team	Organization changing in the process of its development. Essence of organizational changes and stages of their management. Creation of conditions favoring changes. Selection of strategy of changing. Reasons to oppose changes and methods to overcome such opposition
9	Development of Team Professionalism	Concept and components of professionalism. Level of team professionalism. Becoming professional. General approaches to professionalism development and active forms of team members' training

8. SEMINAR CONTENT

№	Name of the practical assignment	Content
1	Team and Group Work	Questions to prepare and discuss mini-reports: 1. Team as management object. 2. Allotment of team roles. 3. Target role and team-player's basic skills. 4. The concept of group work and its classification. 5. General approaches to group work management: coaching, mentoring, moderation, facilitation
2	Team-building	Questions to prepare and discuss mini-reports: 1. Team as collective. 2. Psychological compatibility and cohesiveness in a team. 3. Efficient team characteristics. 4. Principles of selecting team members. 5. Models of team-building and their stages. 6. Adaptation of new team members
3	Team Management	Questions to prepare and discuss mini-reports: 1. Essence and meaning of labor organization. 2. Labor division and cooperation. 3. Labor ordering. 4. Delegation of authorities. 5. Team work projecting. 6. Group work organization. 7. Methods of operational management of group work. 8. Team members' motivation system. 9. Evaluation of team and team members' efficiency

4	Power and Influence in Team	Questions to prepare and discuss mini-reports: 1. Contents and sources of power. 2. Leadership and relationship of company management. 3. Styles of management
5	Communications in Team	Questions to prepare and discuss mini-reports: 1. Essence and meaning of communication process. 2. Communicative networks and styles. 3. Barriers in team communications. 4. Influence of interpersonal relations on communication efficiency. 5. Preparation and holding of business meetings
6	Business Culture and Ethics of Team Communication	Questions to prepare and discuss mini-reports: 1. Essence and contents of business culture. 2. Professional ethics and business etiquette. 3. Ethics of relationship between team leader and their superiors and inferiors. 4. General rules of business communication ethics. 5. Speech etiquette in manager's business communication. 6. Phone talks etiquette. 7. Rules of holding business talks
7	Conflicts Management in Team	Questions to prepare and discuss mini-reports: 1. Essence and classification of conflicts. 2. Reasons and after-effects of conflicts. 3. Development of conflicts. 4. Preventing conflicts. 5. Methods of conflicts settling
8	Changes Management in Team	Questions to prepare and discuss mini-reports: 1. Organization changing in the process of its development. 2. Essence of organizational changes and stages of their management. 3. Creation of conditions favoring changes. 4. Selection of strategy of changing. 5. Reasons to oppose changes and methods to overcome such opposition
9	Development of Team Professionalism	Questions to prepare and discuss mini-reports: 1. Concept and components of professionalism. 2. Level of team professionalism. 3. Becoming professional. 4. General approaches to professionalism development and active forms of team members' training

9. PRACTICAL CONTANT

№	Topic number	Content
1	Team and Group Work	Modeling and discussion of practical situations. Doing Test №1
2	Team-building	Modeling and discussion of practical situations. Doing Test №2
3	Team Management	Modeling and discussion of practical situations. Doing Test №3
4	Power and Influence in Team	Modeling and discussion of practical situations. Doing Test №4
5	Communications in Team	Modeling and discussion of practical situations. Doing Test №5
6	Business Culture and Ethics of Team Communication	Modeling and discussion of practical situations. Doing Test №6
7	Conflicts Management in Team	Modeling and discussion of practical situations. Doing Test №7
8	Changes Management in Team	Modeling and discussion of practical situations. Doing Test №8
9	Development of Team Professionalism	Modeling and discussion of practical situations. Doing Test №9

10. ASSIGNMENT FOR INDEPENDENT WORK

№	Topic number	Content
1	Team and Group Work	Writing of the essay on occupation material. Doing Test №1
2	Team-building	Writing of the essay on occupation material. Doing Test №2
3	Team Management	Writing of the essay on occupation material. Doing Test №3
4	Power and Influence in Team	Writing of the essay on occupation material. Doing Test №4
5	Communications in Team	Writing of the essay on occupation material. Doing Test №5
6	Business Culture and Ethics of Team Communication	Writing of the essay on occupation material. Doing Test №6
7	Conflicts Management in Team	Writing of the essay on occupation material. Doing Test №7
8	Changes Management in Team	Writing of the essay on occupation material. Doing Test №8
9	Development of Team Professionalism	Writing of the essay on occupation material. Doing Test №9

11. SYSTEM OF ASSESSMENT OF KNOWLEDGE AND SKILLS (ACCORDING TO THE NATIONAL REQUIREMENTS)

A ten-point scale, depending on the grade and the mark, includes the following criteria:

10 (ten) points, passed:

systematized, deep and full knowledge on all sections of the curriculum of the institution of higher education in the academic discipline, as well as on major issues that go beyond its limits;

accurate use of scientific terminology (including in a foreign language), competent, logically correct statement of the answer to questions;

perfect mastering of the tools of the academic discipline, the ability to use it effectively in formulation and solution of scientific and professional problems;

the expressed ability independently and creatively to solve complex problems in non-standard situations;

complete and profound studying of basic, additional literature on the subject of the discipline;

the ability to freely navigate in theories, concepts and directions on the discipline and give them an analytical assessment, use the scientific achievements of other disciplines;

creative independent work on practical, laboratory classes, active creative participation in group discussions, high level of the culture of performance of tasks.

9 (nine) points, passed:

systematized, deep and full knowledge on all sections of the curriculum of the institution of higher education on the academic discipline;

accurate use of scientific terminology (including in a foreign language), competent, logically correct statement of the answer to questions;

mastering of the tools of the academic discipline, the ability to use it effectively in formulation and solution of scientific and professional problems;

ability independently and creatively to solve complex problems in non-standard situations within the curriculum of the institution of higher education on the academic discipline;

complete studying of basic, additional literature on the subject of the discipline, recommended by the curriculum of the institution of higher education on the discipline;

the ability to navigate in theories, concepts and directions on the discipline and give them an analytical assessment;

systematic, active independent work on practical, laboratory classes, active creative participation in group discussions, high level of the culture of performance of tasks.

8 (eight) points, passed:

systematized, deep and full knowledge on all sections of the curriculum of the institution of higher education in the academic discipline in the volume of the curriculum of the institution of higher education on the discipline;

use of scientific terminology (including in a foreign language), competent, logically correct statement of the answer to questions, the ability to make sound conclusions and generalizations;

mastering of the tools of the academic discipline (methods of complex analysis, information technology), the ability to use it effectively in formulation and solution of scientific and professional problems;

ability independently to solve complex problems within the curriculum of the institution of higher education on the academic discipline;

studying of basic, additional literature, recommended by the curriculum of the institution of higher education on the discipline;

the ability to navigate in theories, concepts and directions on the discipline and give them an analytical assessment;

active independent work on practical, laboratory classes, systematic participation in group discussions, high level of the culture of performance of tasks.

7 (seven) points, passed:

systematized, deep and full knowledge on all sections of the curriculum of the institution of higher education on the academic discipline;

use of scientific terminology (including in a foreign language), competent, logically correct statement of the answer to questions, the ability to make sound conclusions and generalizations;

mastering of the tools of the academic discipline, the ability to use it effectively in formulation and solution of scientific and professional problems;

free possession of generic solutions within the curriculum of the institution of higher education on the academic discipline;

studying of basic, additional literature, recommended by the curriculum of the institution of higher education on the discipline;

the ability to navigate in basic theories, concepts and directions on the discipline and give them an analytical assessment;

independent work on practical, laboratory classes, participation in group discussions, high level of the culture of performance of tasks.

6 (six) points, passed:

sufficiently full and systematized knowledge in the volume of the curriculum of the institution of higher education on the discipline;

use of the necessary scientific terminology, competent, logically correct statement of the answer to questions, the ability to make sound conclusions and generalizations;

mastering of the tools of the academic discipline, the ability to use it effectively in solution of scientific and professional problems;

ability independently to apply generic solutions within the curriculum of the institution of higher education on the academic discipline;

studying of basic literature, recommended by the curriculum of the institution of higher education on the discipline;

the ability to navigate in basic theories, concepts and directions on the discipline and give them a comparative assessment;
active independent work on practical, laboratory classes, periodic participation in group discussions, high level of the culture of performance of tasks.

5 (five) points, passed:

sufficient knowledge in the volume of the curriculum of the institution of higher education on the discipline;
use of scientific terminology, competent, logically correct statement of the answer to questions, the ability to make sound conclusions;
mastering of the tools of the academic discipline, the ability to use it in solution of scientific and professional problems;
ability independently to apply generic solutions within the curriculum of the institution of higher education on the academic discipline;
studying of basic literature, recommended by the curriculum of the institution of higher education on the discipline;
the ability to navigate in basic theories, concepts and directions on the discipline and give them a comparative assessment;
active independent work on practical, laboratory classes, periodic participation in group discussions, high level of the culture of performance of tasks;
independent work on practical, laboratory classes, periodic participation in group discussions, sufficient level of the culture of performance of tasks.

4 (four) points, passed:

sufficient knowledge within the educational standard of higher education;
studying of basic literature, recommended by the curriculum of the institution of higher education on the discipline;
use of scientific terminology, logical statement of the answer to questions, the ability to make sound conclusions;
ability to draw conclusions without essential errors;
mastering of the tools of the academic discipline, the ability to use it in solution of standard (typical) tasks;
ability to solve standard (typical) tasks under the guidance of a teacher;
ability to navigate in basic theories, concepts and directions on the discipline and give them an assessment;
work under the guidance of a teacher on practical, laboratory classes, the permissible level of the culture of performance of tasks.

3 (three) points, failed:

insufficient knowledge within the educational standard of higher education;
studying of basic literature, recommended by the curriculum of the institution of higher education on the discipline;
knowledge of a part of the basic literature, recommended by the curriculum of the institution of higher education on the discipline;
use of scientific terminology, presentation of answers to questions with significant, logical errors;
weak possession of the tools of the academic discipline, incompetence in solving standard (typical) tasks;
inability to navigate in basic theories, concepts and directions on the discipline;
work under the guidance of a teacher on practical, laboratory classes, the permissible level of the culture of performance of tasks.
passivity on practical, laboratory classes, low level of the culture of performance of tasks.

2 (two) points, failed:

fragmented knowledge within the educational standard of higher education;
knowledge of individual literary sources, recommended by the curriculum of the institution of higher education on the discipline;
inability to use scientific terminology of the academic discipline, the presence in the answer rude, logical errors;
passivity on practical, laboratory classes, low level of the culture of performance of tasks.

1 (one) point, failed:

lack of knowledge and (competences) within the educational standard of higher education, failure to answer, failure to appear for attestation without good cause.

The evaluation criteria of the results of implementation of tests on a ten-point scale.

Relative number of correct answers, per cent (%)	Mark in the 10 points system of assessment
100,00 – 93,00	8,0
92,99 – 87,00	7,0
86,99 – 80,00	6,0
79,99 – 70,00	5,0
69,99 – 60,00	4,0
59,99 – 50,00	3,0
49,99 – 40,00	2,0
39,99 – 00,00	1,0

12. METHODS AND MEANS OF IMPLEMENTATION OF THE CONTENT OF THE EDUCATIONAL PROGRAM AND TRAINING OF EDUCATIONAL, TRAINING AND METHODOLOGICAL MATERIALS

The training will be conducted using interactive methods (round tables, project method, group work, student dialogue, class discussions and case briefings, situation analysis, independent work (essay), presentation using IT) and distance learning technologies, implemented by means of the training portal (MOODLE Server). The students will be provided with electronic presentations of lectures, electronic and printed versions of handouts for practical classes.

On full-time classes, students will learn the discipline directly in the computer lab. The following software (SW) will be used during the training: MS Office, iSpring Internet services (MOODLE system, etc.), programs for recording and editing video, «ConsultantPlus».

13. RESOURCES

Main literature:

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Геллерт, М., Новак, К. Все о командообразовании: руководство для тренеров: пер с нем. / М. Геллерт., К. Новак. – М.: Вершина, 2006. – 352 с.

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Исхакова, М.Г. Тимбилдинг: раскрытие ресурсов организации и личности / М.Г. Исхакова. – СПб.: Речь, 2010. – 253 с.

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