

COLLEGE OF BUSINESS

ILLINOIS STATE UNIVERSITY

MGT 380: Leadership: Teams and Team Development Fall 2026

COB Mission: Through our shared commitment to excellence in teaching, research, and service, we prepare students to be skilled and ethical business professionals who will make significant positive contributions to organizations, to communities, and to our larger society.

Vision: The first choice for business education in Illinois

Core Values:

- We value excellence in instruction and enhanced *student learning*. The College of Business supports the Illinois State University tradition of excellence in teaching. We attempt to provide a holistic approach to learning, relying on excellent classroom teaching but reaching beyond to provide mechanisms for students to engage faculty, industry and each other through experiential learning and individualized attention.
- We value a dedication to *knowledge creation*. Intellectual contributions and the intellectual discipline required of high-quality scholarship are directly related to excellence in the classroom and in our service activities. Most of the efforts of the faculty will fall in the area of discipline-based scholarship as currently defined, but we also value intellectual contributions in the areas of interdisciplinary research, learning and pedagogy, and contributions to practice.
- We value a commitment to *citizenship* in and service to our institution, state, and nation. Our commitment to a dynamic global business environment demands that we take an active role, both as individuals and as a college of business, in the institutional and public processes related to our disciplines.
- We value a culture of *shared governance*. We operate in an environment of shared governance and we commit ourselves to an active role in campus shared governance processes.
- We value *balanced excellence* in the classroom, in research and intellectual contributions, and in service to our institution, our disciplines, and to the local, state, national and international communities.
- We value *high ethical standards*, as embodied in our Standards of Professional Behavior and Ethical Conduct (<http://business.illinoisstate.edu/downloads/about/COB-ethics-projection.pdf>). As a community of scholars and business professionals, we strive to embody the characteristics of responsibility, honesty, trust, respect, and fairness in our professional and personal lives.

Academic Integrity

Students enrolled in College of Business classes are expected to maintain high standards of ethical conduct within the classroom and when completing assignments, projects, and/or exams. Plagiarism and other forms of academic dishonesty such as cheating will not be tolerated. Students are expected to provide appropriate citations for non-original writing even if the original work is paraphrased, no matter the type of assignment. Penalties for plagiarism and other forms of academic dishonesty may be severe. Consequences will be assigned on a case-by-case basis. All ball caps must be removed or flipped during exams and no restroom visits will be allowed.

COURSE DESCRIPTION:

The critical issues in groups and teams are examined within organizational settings. Emphasis is on work teams in organizations and the issues of effectiveness, performance, and conflict.

COURSE COMPETENCIES: (Learning Objectives)

Upon successful completion of the course, students should be able to:

1. Identify and describe key elements underlying team effectiveness.
2. Evaluate team dynamics and performance in applicable cases.
3. Apply evidence-based strategies to enhance team cohesion, communication, and collaboration.
4. Apply evidence-based strategies to address common team challenges such as conflict, lack of trust, and poor communication.
5. Practice team development within a team-based project or simulation.

Professional Standards

Students are expected to be familiar with and abide by the “College of Business Standards of Professional Behavior and Ethical Conduct”. Please note that only bottled water may be consumed in the classroom wing of the State Farm Hall of Business Building and that all cell phones and other electronic devices should be turned off and stored away during classes, unless permission is otherwise granted by the instructor. Please plan to arrive on time and stay for the entire class period unless the instructor is notified before class. Show respect to class guests and others at all times.

COURSE INFORMATION

Course Number & Title	MGT 380 – Leadership: Teams and Team Development
Prerequisites	MGT 221
Time and Location	Sect 01 – M/W 8:00 – 9:15 a.m. SFHB 367

INSTRUCTOR INFORMATION

Instructor	Cass Hermacinski, MBA
Phone/e-mail	Office 438-7467/ caherm2@ilstu.edu
Office Location	State Farm Hall of Business 121
Office Hours	M/W 9:30am – 10:30am T/R 11:00am – 12:00pm and by appt.

RESOURCES/MATERIALS

Textbook: Teamwork & Team Building – Soft Skills for a Digital Workplace, 2nd edition, by Butterfield
ISBN: 9781337509190

HBI Coursepack: <https://hbsp.harvard.edu/import/1413165>

GENERAL COURSE INFORMATION AND POLICIES

ACADEMIC DISHONESTY: Action will be taken against a student because of academic dishonesty. Plagiarism, cheating, and knowingly supplying false or misleading information will result in consequences that align with the severity of the infraction. Disciplinary action may include but is not limited to zero points for an assignment, failure of a course, and/or dismissal from Illinois State University. If such infractions are suspected, an investigation will be undertaken pursuant to Illinois State University's Academic Integrity Policy. Students are permitted to use AI to assist in completing assignments with proper attribution given in the assignment. The submission must be the original work of the student and can only have AI attribution for assistance in completion (e.g. grammar, formatting, etc.). If there is no proper attribution, the student will be charged with an academic dishonesty infraction. More information is available later in the syllabus regarding what is and is not acceptable use of AI.

ATTENDANCE POLICY: Attendance is expected and required for this course. Attendance is taken at the start of each session. No late arrivals are allowed. If you arrive after the class has started, you will be marked absent and ineligible to receive any points for the in-class work assigned for that day. Because this course relies heavily on teamwork and participation, students are allowed only one unexcused absence outside of scheduled simulation dates. Each additional unexcused absence will result in a one letter-grade reduction in the final course grade (e.g., three unexcused absences = a decrease of two letter grades). Additionally, students who miss class during a **simulation session** will forfeit the points associated with that simulation. **The only absences that will be excused will be those sent as excused by the Dean of Students.**

CLASSROOM CONDUCT POLICY: Students are expected to behave professionally in the classroom, be respectful towards the instructor and fellow classmates, and ensure their behaviors do not disrupt or interfere with class activities. Disruptive behavior either in the classroom or online will not be tolerated. Disruptive behavior is any behavior that is seen as interfering with normal classroom functions. Instructors have the authority and professional obligation to maintain a positive and conducive learning environment for all students. To that end, the following expectations will be enforced:

- DO arrive to class on time and remain in class for the entire class period.
- DO turn off and put away all cell phones, smartphones, and other electronic devices during class periods unless the instructor has provided permission to use the devices.
- DO be attentive and involved throughout the entire class period. Naptime during class ended in kindergarten.
- DO keep your language professional and free of profanity.
- DO NOT carry on distracting side conversations including speaking out of turn or monopolizing discussion.
- DO NOT be disrespectful in speech or actions to the instructor or fellow classmates.
- DO NOT show audible and visible signs of restlessness, boredom, disengagement, or hostility.

NETIQUETTE:

The expectations of students in this course when participating in the virtual classroom, attending virtual meetings with the professor, and/or participating on discussion boards (written or video).

- Keep in mind that you are taking a college class. Something that would be inappropriate in a traditional classroom is also inappropriate in an online classroom.
- Keep your video on and your audio on mute if you're not talking.
- Raise the hand icon to speak or use the chat function to ask a question in the comments section and wait for the instructor to call on you.
- Dress appropriately. Don't wear your pajamas or decide that a shirt or pants are optional pieces of clothing.
- Do not participate in class while lying in bed, walking around the room, or sharing your hygiene or eating habits with the class/instructor.

Students who exhibit behavior deemed to be disruptive may be dismissed from the class and will (1) be marked as absent, (2) lose points on assignments submitted that day, (3) be required to meet with the instructor and/or administration depending on the severity of the disruption and not allowed to return to class until resolved.

EXTRA CREDIT: No extra credit opportunities will be provided based on individual requests. This policy is in place to be fair to all students. Extra credit may, however, be offered to all students at times as the instructor sees fit.

FREE RIDING: Teamwork is often required. Free riding sometimes occurs in teamwork; free riding occurs when one or more members of a team fail to contribute to the team's work and discussions. Symptoms of free riding include (but are not limited to) no clear conceptual contribution to an assignment/project, ignoring team member emails, absences from team meetings, and failure to meet team deadlines.

Here are some things you should know about how I handle free riders:

- I am prepared to help if your team runs into a problem with free riding.
- I am also comfortable with giving free riders a lower grade or a zero on a team presentation or other team assignments.
- If you do run into a problem, the free rider should be informed as clearly and as early and as often as possible that your team is dissatisfied with the person's contributions.
- Make sure that your team's free rider problem is documented by e-mails or text record.
- If there is clear evidence of no contribution (see 3 and 4 above), the non-performing team member will be removed from the team and/or receive an adjusted grade.

PARTICIPATION: Participation is expected during class. The more participation we have, the better the class will be. This course will feature a lot of in-class discussion between students. This is a 300-level course and will be treated more as a seminar where students will lead most of the discussions during class.

IN-CLASS ACTIVITIES: There will be a series of in-class activities to be completed throughout the semester. These activities can only be completed during class time, so there will be no opportunity for makeup work if a student is absent. The lowest score for the semester will drop.

DISCUSSION LEAD: There are several readings that we will have from our textbook and HBI. Each team will be required to lead discussion and create an activity for one of the readings throughout the semester. All students are expected to attend class even if their team is not leading the discussion. Leading discussion and facilitating an activity will be worth 50 points.

CASE STUDIES: There will be two case studies that we will complete in this class. Each case study will center around a topic that we are covering in this course. There will be pre-reading assignments, discussions in class, and reflections to be completed for each case study. We will access these case studies through HBI. Each case study discussion will feature 3 teams leading our discussion. The pre-class assignment must be completed and submitted to the instructor prior to our class discussion (bring two copies). Failure to complete the pre-class assignment or submit it to the instructor on time will lead to the student forfeiting all points for that case study. Additionally, there should be a "good faith" effort for these questions. If the questions are answered without a "good faith" effort, the student will forfeit all points for that case study.

SIMULATIONS: We will complete two simulations in this course through HBI. These simulations will immerse us in hot topics within teams and give us an opportunity to show our knowledge and skills related to working as a team. Additionally, these simulations will require teams to meet outside of class and provide progress reports and reflections at each stage. Finally, evaluations will be completed at the end of each simulation.

EXAMS: There will be 1 exam given this semester. This exam will be open note and open resources. The exam can contain T/F, MC, Short Answer, and/or Essay questions. The exam will be completed online through Canvas on a designated virtual learning day. Questions will come from video lectures and class readings/discussions (including guest speakers and student led discussions). The exam will be due at the end of the day on which it is assigned. The Midterm Exam will be worth 25% of the overall grade.

FINAL PROJECT: Students will select a movie to complete a Team Analysis for at the end of the semester. Film selection will be completed via a discussion forum on Canvas. No more than 2 students may choose the same film – please be sure to pay attention to what others have selected. Failure to post the selected film by the due date will result in a 20% penalty for the project. This project is considered the “practicum” of the course and will be worth 20% of your overall grade. Details will be released on Canvas later in the semester.

LATE WORK: Students are expected to demonstrate professional level skills in all areas. For this class, there is zero tolerance for not turning in all assignments on time and for not being prepared for class. Even pre-approved excused absences must submit assignments on time via email or Canvas unless extenuating circumstances exist. The instructor will make the final determination regarding whether those circumstances are extenuating or not.

MAKE-UP POLICY: Make-up exams and quizzes are only allowed if the instructor is notified well in advance by the student that he/she is unable to attend the day of a quiz or exam, and the instructor excuses the absence. Failure to properly notify the instructor and have that absence approved by the instructor will result in a "0" for that exam or quiz. Students missing an exam for a school-related activity are expected to make arrangements to take the quiz or exam prior to their absence unless approved by the instructor to take upon their return.

USE OF TECHNOLOGY IN CLASS: Students can use laptops in class to take notes, but are not permitted to email, check their social media, or snapchat! Lectures or classes may not to be recorded, or photos taken of lecture materials used in class unless you have a letter of accommodation for a specific disability. Recording devices can make individuals feel less free to express themselves and can therefore constrain discussion. Additionally, it raises FERPA concerns and may violate copyright laws.

FINAL GRADES: I am not in the habit of curving or inflating grades at the end of the semester. Do not approach me at the end of the semester to “grade grab” the next highest grade. Doing so will almost certainly hurt your reputation with me. There are rare instances where I will round a grade, but that will be based on attendance/participation and overall effort in the course.

RESPECT: Students are expected to show respect to the instructor and to fellow classmates. Remember, we can learn a lot from the differing perspectives of those around us. As you share your thoughts and your work with each other, try to challenge yourself to think differently, and push yourself to understand other’s viewpoints. No headphones, please, during class time. Students who use the computer for non-class work will be asked to desist or leave the class.

HOW TO BE SUCCESSFUL: This course will rely heavily on teamwork and the foundations of a productive team. It will be imperative that students participate in class discussions, activities, and projects. This course will have some challenging components to it as it is a 300-level course, but much of student success will rely heavily on the ability of the student to be an effective team member.

HYBRID COURSE: Please be aware that this is a hybrid course. This means that we will meet in-person during designated times, and we will have “virtual learning days” in which you will either have assignments to complete or work on previously assigned work. Most of our class time will be reserved for activities and discussion. Consult the Course Outline on Canvas for “classroom” days and “online” days.

GENERATIVE AI USE IN THIS COURSE IS WELCOME WITH PROPER ATTRIBUTION.

In this course, students can use generative AI tools (such as ChatGPT or Adobe Firefly) to complete assigned work, so long as the use of generative AI tools is properly disclosed through in-text citations, quotations, and references. Please refer to the style manual that aligns with your discipline for specific guidelines for attribution. Note that any use of generative AI must be both responsible and ethical. This means that students using generative AI are required to comply with all privacy laws and research requirements to protect data and must have appropriate permissions to enter data into a generative AI tool. Students should clarify any questions on whether data or information may be entered into a generative AI tool with the instructor.

***Excused Student Absences Due to Communicable Disease, Bereavement or Military Service—These are the ONLY exceptions for attendance points or missing/late assignments and exams. Read the policies to make sure you understand your responsibility.

<https://policy.illinoisstate.edu/students/2-1-30.shtml> Communicable Disease

<https://policy.illinoisstate.edu/students/2-1-27.shtml> Bereavement

Limited Excused Absence for Military Service

In accordance with state laws and regulations (330 ILCS 60/5.2), a service member enrolled in an institution of higher learning who is unable, because of his or her military service, to attend classes on a particular day or days has the right to be excused and to reschedule a course examination administered on such day or days. The faculty and administrative officials shall make available to the service member an opportunity to make up any examination he or she has missed because of his or her military service.

GRADING POLICIES

A	90-100%
B	80-89.99%
C	70-79.99%
D	60-69.99%
F	Below 60%

Your grade will be based solely on the points you earn utilizing the distribution below:

Percentage of Grade	Requirements	Points
5%	Discussion Lead	50
5%	In-Class Activities	50
15%	Case Studies (2): • Pre-Class Assignment & Annotations • Classroom Discussion (3 Teams Lead) • Reflection	150 • 50 • 50 • 50
30%	Simulations (2): • Pre-Class Assignments (2 total) • Activity Logs (5 total) • Overall Results (Everest) • Group & Individual Memos (Wildfire)	300 • 40 • 100 • 100 • 60
25%	Midterm Exam	250
20%	Final Project: Movie Analysis	200
100%	Total Possible Points	1000

Assignments, calendar and requirements may be changed at the discretion of the instructor.

ACCOMMODATION FOR STUDENTS WITH DISABILITIES

Any student in need of a special accommodation should contact the staff in the Office of Disability Concerns at 438-5853 (voice) or 438-8620 (TDD).

Course Outline MGT 380 (Sect. 1) M/W 8:00-9:15 Fall 2026

Date	Modality	Class Agenda	Assignments/Due Dates/Points
Monday, August 17	Classroom	Course Orientation Form Teams/Assign Discussion	
Wednesday, August 19	Online	Watch Lecture Video: What is a Team?	
Monday, August 24	Online	Watch Lecture Video: How to Handle Conflict: Good and Bad	
Wednesday, August 26	Online	Watch Lecture Video: How to Build Effective Teams	Read Unit A: <i>Working in Groups and Teams</i> (Butterfield)
Monday, August 31	Classroom	<i>Unit A: Working in Groups and Teams</i> (Butterfield) Team Discussion #1	Read Unit B: <i>Exploring Team Roles and Processes</i> (Butterfield)
Wednesday, September 2	Classroom	<i>Unit B: Exploring Team Roles and Processes</i> (Butterfield) Team Discussion #2	Read Unit C: <i>Building and Developing Teams</i> (Butterfield)
Monday, September 7	No Class	Labor Day	
Wednesday, September 9	Classroom	<i>Unit C: Building and Developing Teams</i> (Butterfield) Team Discussion #3	Read Hamel
Monday, September 14	Classroom	<i>First, Let's Fire All the Managers</i> (Hamel) Team Discussion #4	
Wednesday, September 16	Classroom	Guest Speaker – Sam Lewis	
Monday, September 21	Classroom	Guest Speaker – Tom Mellor Watch Lecture Video: Accountability: Understanding Goals & Objectives	Read Unit D: <i>Leading a Team</i> (Butterfield)
Wednesday, September 23	Classroom	<i>Unit D: Leading a Team</i> (Butterfield) Team Discussion #5	Read Case Study #1: <i>RL Wolfe: Implementing Self-Directed Teams</i>
Monday, September 28	Classroom	Discuss Case Study #1 and Pre-Class DQ's	Complete Reflection of Case Study #1 Read Unit E: <i>Managing Meetings</i> (Butterfield)
Wednesday, September 30	Classroom	<i>Unit E: Managing Meetings</i> (Butterfield) Team Discussion #6	Read Case Study #2: <i>Blake Sports Apparel and Switch Activewear: Bringing the Executive Team Together</i>

Monday, October 5	Classroom	Discuss Case Study #2 and Pre-Class DQ's	Complete Reflection of Case Study #2
Wednesday, October 7	Online	Midterm Exam	Read <i>Building Effective Working Relationships</i> , Module Note (Ramarajan)
Monday, October 12	Online	Introduce Movie Analysis Work on Movie Analysis	Selected film due to Canvas discussion forum Tuesday, October 13
Wednesday, October 14	Classroom	Introduce Simulation 1: <i>Leadership and Team Simulation: Everest</i>	Working Agreement #1 due Friday, Oct 16
Monday, October 19	Online (Zoom)	Simulation 1 (Day 1)	Activity Log #1 due Monday, Oct 19
Wednesday, October 21	Online (Zoom)	Simulation 1 (Day 2)	Activity Log #2 & Team Evaluations due Friday, Oct 23
Monday, October 26	Classroom	Introduce Simulation 2: <i>Group Communication and Decision-Making Simulation: Wildfire Mitigation</i>	Working Agreement #2 due Tuesday, Oct 27
Wednesday, October 28	Classroom	Simulation 2: Round 1	Activity Log #1 due Friday, Oct 30
Monday, November 2	Classroom	Simulation 2: Round 2	Activity Log #2 due Tuesday, Nov 3
Wednesday, November 4	Classroom	Simulation 2: Round 3	Activity Log #3 due Friday, Nov 6
Monday, November 9	Classroom	Simulation 2: Round 4 Complete Team Memo	Team Memo due Tuesday, Nov 10
Wednesday, November 11	Classroom	Simulation 2: Round 5 Complete Individual Memo Complete Course Evaluations	Individual Memo & Team Evaluations due Friday, Nov 13
Monday, November 16	Online	Work on Final Project	
Wednesday, November 18	Online	Final Project: Movie Analysis	Final Project: Movie Analysis due Sunday, Nov 22
Monday, November 23		Fall/Thanksgiving Break	
Wednesday, November 25		No Classes All Week	
Monday, November 30	TBD	Open	
Wednesday, December 2	TBD	Open	
Finals Week: Dec 7-11		No Final Exam Date & Time: TBD	Total Class Points: 1,000

***The instructor reserves the right to change this course outline at any time.