SYLLABUS

COURSE NAME
Leading Teams Certificate - XLSC 9018

CERTIFICATE STATEMENT
Knowing how to lead a team is essential for every leader. A team leader provides guidance, instruction, direction, and leadership to ensure the team is working together cohesively and achieving the desired results.

CERTIFICATE DESCRIPTION
A strong team increases productivity, effectiveness, employee satisfaction and contributes to the overall success of the organization. Team leaders are not only responsible for their own performance, but also have to navigate the dynamics and performance of their team.

The Leading Teams Certificate includes three competencies:

1. Team Development
2. Effective Communication
3. Conflict Resolution

LEARNING OBJECTIVES
Upon successful mastery of this certificate, you will be able to:

- Assess the dynamics of teams and discover strategies to achieve team performance and success
- Identify the skills necessary to effectively interact and communication with others
- Define conflict and develop the skills to identify, address, and resolve conflict

DEMONSTRATING MASTERY: A TWO-STEP PROCESS

Step One: Learning and Understanding
This course is broken down into **Learning Objectives** and related **Topics.** For each objective, you will participate in **Learning Activities** designed to enhance and reinforce understanding. **Learning Activities** include Interactive Discussions, readings, video and audio clips, slide presentations, Learning Journal prompts, practice exercises, demonstrations, as well as links to web and library resources.

As you progress through the course you will come across **Interactive Discussions.** In these activities, the tutorial faculty member will ask you to respond to a question or series of questions that promote a deeper understanding of the topics covered in the Learning Objective. In addition, the question(s) will ask you to apply lessons learned from specific course content. The faculty-student interaction for each Interactive must be academic in nature.

For each competency, you must substantively participate and interact with tutorial faculty. For a definition of substantive participation, please see the rubric located in the Interactive Discussion. As you read through the content in the course, you can identify these Interactive Discussions by the title of the Learning Activity, which is denoted as "Interactive."

Tutorial faculty will respond to your Interactive posts within 24 - 72 hours depending upon the tutorial faculty's published schedule of office hours, vacation days and holidays. In the response to your initial and subsequent posts to an Interactive Discussion, you may be asked to respond to additional questions. Specifically, the tutorial faculty will review your responses to confirm that you have substantively participated.

Certificate Structure
The table below details the Learning Objectives, Topics and Interactive Discussions.

CERTIFICATE COMPETENCIES	LEARNING OBJECTIVES
1. Team Development	● Assess team dynamics at different stages of team development as they impact the workplace environment ● Analyze the needs, motivational factors, and performance of a team ● Develop strategies to effectively communicate and manage conflicts that occur in teams, providing recommendations for conflict resolution ● Assess team leadership effectiveness to determine strengths and opportunities
2. Effective Communication	● Explain the interpersonal communication process ● Explain the filters and barriers that affect interpersonal communication ● Identify ways to improve personal communication, including listening skills ● Analyze how to effectively use communication technologies
3. Conflict Resolution	● Define conflict and identify sources of conflict both in and outside of the workplace ● Identify the two main dimensions of conflict behavior ● Explain the five conflict handling modes ● Identify conflict resolution strategies ● Formulate the cost of conflict in the workplace

Step Two: Final Assessment
Once you have successfully progressed through the Learning Activities, you are ready to demonstrate that you have mastered the course. In order to demonstrate mastery, you must be evaluated as proficient or exemplary on each rubric category for the corresponding performance-based assessment (paper, presentation, project, etc.). Please note that submissions may be checked for plagiarism.

Student Resources

Library Resources

The UMass Global Library provides you with access to an extensive collection of research materials and support services. You can familiarize yourself with library resources by watching this brief video introduction. Help is always available through the Ask a Librarian service.

For more information, visit: https://www.umassglobal.edu/library

Writing and Math Help

UMass Global's Online Writing and Math Center (OWMC) offers subject-specific tutoring services, live workshops, video tutorials, tutorial office hours, and links to top academic sites in order to ensure student success. Students can access the OWMC directly when logged into their courses.

Netiquette

Communicating in an efficient and respectful manner is critical to the learning process. Please view and adhere to any netiquette guidelines outlined within the competency and the Online Etiquette video.

Standards of Academic Integrity

Academic integrity is a core University of Massachusetts Global value which ensures respect for the academic reputation of the University, its students, faculty and staff, and the degrees it confers. Students are required to read, understand, and apply the standards set forth concerning academic integrity found University of Massachusetts Global catalog.

Americans with Disabilities Act Statement

University of Massachusetts Global is committed to ensuring equal educational access and opportunity for all members of our academic community. Students will be provided timely, efficient, and equitable accommodations and services that are in compliance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 (ADA)/Americans with Disabilities Act Amendments Act of 2008 (ADAA). More details are available in the current University of Massachusetts Global Catalog or on the Office of Accessible Education web site.