

**Management of Engineering Teams Summer 2007 (rev. 05/16/09)**

Instructor:	Geza Bottlik, E-mail: <a href="mailto:bottlik544@gezabottlik.com">bottlik544@gezabottlik.com</a> (email sent through DEN will go to 514)
Office Hours:	Tuesday/Thursday, 12:30 P.M. – 12:45 P.M. GER 202 or by appointment
	Phone 213 740 5050
TA:	Kathryn Rieger <a href="mailto:krrieger@usc.edu">krrieger@usc.edu</a>
Office Hours:	TBD
Class time/place:	Tue/Thu 9 A.M. – 12:10 P.M. OHE120

## Test Schedule:

	Midterm	Thursday, June 11, 2009 9:00 – 10:30 A.M.
	Final	Tuesday, June 30, 2009 9:00 – 11:00 A.M.

Web Page: **[www.gezabottlik.com](http://www.gezabottlik.com)**

At the site you will find:

- The syllabus
- Lecture Notes, Assignments and due dates
- Messages of current interest - e.g. a cancelled class (it won't happen!)

Your responsibility:

- Learn how to use the site
- Check your email on a regular basis
- Download the lecture notes and assignments for each class
- Review your grades to track your progress and standing in the class.

Assignments: Readings and Problems will be included in most weeks' assignments. It is imperative that you **prepare for class** -- you will find it extremely difficult to follow the discussion if you have not read the material. Usually, problems are assigned on Tuesday and Thursday and are due on the following Wednesday and Monday at midnight. We will return the assignments one week later. Late homework **cannot** be accepted, unless **prior** arrangements have been made (e.g. out of town funeral). Homework is to be in digital format, a single document (no zip files), submitted through the assignment manager on the DEN website

Your name, assignment number, the date and whom you worked with must be in the header. Use a consistent template and format the output for a professional appearance. The assignments should be as professional in appearance as if you were preparing reports at work or for publication. Clearly label your conclusions for each problem, followed by the supporting calculations and discussion. The problems must be in the order assigned. Out of sequence problems will receive no credit.

It's OK to work on homework together, but finish it by yourself and indicate whom you worked with in the header. Each student must turn in a separate homework, unless the assignment is specified as a team assignment. Generated data and essay questions must be unique to each student. Homework files will be named by the assignment manager.

**Objectives of the course**

The major objective of this course is to have you become familiar with the literature on teams, managing engineers and scientist, Group decision-making, motivation, leadership, infrastructures' requirements, performance measurement, team diversity, conflict, and integration. You should also be able to apply what you learn to real or hypothetical situations.

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### Grading:

Homework	35%
Midterm	20%
Final exam	30%
Participation (attendance, email, asking questions, contributions, postings on the discussion board)	15%

Participation for DEN students includes, e-mail, call in, and submitted questions and comments for the lectures, postings on the discussion board and is expected every session. The grade for the course will only be based on the required work listed above and **cannot** be improved with additional work.

The required course materials consists of the following

1. "Developing managerial skills in Engineers and Scientists", Michael K. Badawy, 2nd Edition John Wiley and Sons, 1997 ISBN 0471286346
2. "Negotiation Analysis", by Raffia, Richardson and Metcalfe, Harvard University Press, 2002 ISBN 0 – 674 – 008890 –1
3. "Mastering Virtual Teams"., Duarte, D. L. and Snyder, N. T., 2nd Edition, 2001: Jossey-Bass. ISBN: 0787955892

### Course Outline:

05/21	Introduction, overview and Team Dynamics (1)
05/26	Critical success factors in virtual teams, Myths, Steps to a virtual team (2)
05/28	Roles and competencies, Building trust (3)
06/02	Fundamental principles for technical managers (4)
06/04	Managing without authority, Developing organizational design skills (5)
06/09	Career Planning (6)
06/11	Midterm (7), Start negotiations
06/16	Fundamentals of negotiation (8)
06/18	Two party distributive negotiations (9)
06/23	Two party integrative negotiations, Mediation (10)
06/25	Review (11)
06/30	Final (12)

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Other References:

Beach, L.R, and Connolly, T. "The Psychology of Decision Making" 2<sup>nd</sup> Ed. Sage 2005, ISBN 1-4129-0440-4

Ritti, R.R. and Levy, S. "The ropes to skip and the ropes to learn" 7<sup>th</sup> Ed. Wiley 2007, ISBN 13 978-0-471-73646-2

Thompson, Leigh L., "Making the Team", 3<sup>rd</sup> Ed., Pearson Prentice Hall, 2008, ISBN 978-0-13-186135

Lencioni, P., "The Five Dysfunctions of a Team: A Leadership Fable".2002:Jossey-Bass. ISBN:0787960756

Biech, E. (ed.) "The Pfeifer Book of Successful Team-Building Tools", 2001. Jossey-Bass. ISBN: 0787956937

Cialdini, R.B., "Influence: Science and Practice". 4th edition, Paperback ed. 2000. Allyn and Bacon. ISBN: 0321011473

Shell, G.R., "Bargaining for Advantage: Negotiation Strategies for Reasonable People". Paperback ed. 2000, New York, New York: Penguin Books. ISBN: 0140281916

Fisher, R., Ury, W., "Getting to Yes: Negotiating Agreement Without Giving In", 1991. Paperback, 2nd edition. Penguin USA. ISBN: 0140157352.

Janis, I. L., "Groupthink: Psychological Studies of Policy Decisions and Fiascoes", 1982, 2nd edition, Houghton Mifflin Co. ISBN: 0395317045

D.T. Kearns and David A. Nadler, "Prophets in the dark: How Xerox reinvented itself" Harper Business 1993 ISBN 0 887306349

"The Wisdom of Teams" by J. R. Katzenbach, D. K. Smith, Harvard Business School Press 1993 ISBN 0-87584-367-0

"Virtual Teams", by J. Lipnack and J. Stamps, John Wiley & Sons, 2000 ISBN 0-471-38825-4

"Leading Teams", by J. Richard Hackman, Harvard Business School Press, 2002 ISBN 1-57851-333-2

"Team work and group Dynamics" by Greg L. Stewart, C. Mantz, and H. Sims, Jr., John Wiley and Sons, 1999 ISBN 0-471-19769-6

Journal of Engineering and Technology (Engineering Management International)

IEEE Transactions on Engineering Management

**ALWAYS BE SURE TO GIVE THE SOURCE OF ALL YOUR INFORMATION. ANYTHING TAKEN VERBATIM FROM SOMEONE ELSE MUST BE IN QUOTATION MARKS AND REFERENCED. THIS INCLUDES PARTIAL SENTENCES.**

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This is intended to be an interactive class and your participation should increase as the semester progresses. Attendance at all classes is expected of everyone. Frequent absences will result in a reduction in grade. Punctuality is expected. If you are late, be sure not to disturb the class as you enter.

**PLEASE DO NOT BRING FOOD OR DRINKS TO THE CLASS.**

(Water in plastic bottles is OK)

The midterms and final will be based on problems similar to the ones assigned in the homework and the discussions in class. **All tests are open book and open notes.** Students are expected to **apply** what they should have learned up to that point to analyzing situations, identifying the problems and applying the appropriate techniques to solve them.

**NEATNESS, SPELLING, AND GRAMMAR COUNT. THEY ARE AN EXPRESSION OF YOUR COMMITMENT TO DO A GOOD JOB.**

**Last, but most important:**

The School of Engineering and the Department of Industrial and Systems Engineering adhere to the University's policies and procedures governing academic integrity as described in Scampus. Students are expected to be **aware** of and **observe** the academic integrity standards described in Scampus. I will **enforce** these standards -- in other words, if you cheat and get caught you will get an **F** in the class.

Any Student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me (or to TA) as early in the semester as possible. DSP is located in STU 301 and is open 8:30 a.m. - 5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776.