

*Syllabus***ISE 544: Management of Engineering Teams**

Fall 2011 – August 22 to December 12, 2011

Sections 31504D & 31704D – Monday, 6:40 to 9:20 PM, RTH 105

Instructor

Hank Dolim

Office: SSC 101, By Appointment Only

The Instructor will be available in the classroom approximately 40 minutes before class starts.

For routine messages or questions, use email or leave a phone message with Department office.

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TBA

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Textbooks**The Team Handbook**

3rd Edition

Scholtes, Joiner & Streibel

ISBN: 1-884731-26-0

Copyright: 2003, Oriel Inc.

Mastering Virtual Teams

3rd Edition

Duarte & Snyder

ISBN: 0-7879-8280-6

Copyright: 2006, Wiley & Sons

**Five Dysfunctions of a Team:
A Leadership Fable**

Patrick Lencioni

ISBN: 0-7879-6075-6

Copyright: 2002, Jossey-Bass

Overview

This is an introductory course in the management and development of face-to-face and virtual engineering teams. Studies include group decision-making, motivation, leadership, infrastructural requirements, performance measurement, team diversity, conflict, and integration. There are no course prerequisites, but the instructor assumes that each student has undergraduate-level competency in mathematics and is capable of preparing professional papers and presentations in the English language.

The course covers six major areas:

- Team Fundamentals: why teams are useful; team characteristics; multi-cultural impacts
- Team Roles and Responsibilities: team manager and member duties in all phases of team activities
- Team Operations: operating techniques; meetings; building trust
- Team Leadership: leadership techniques; virtual team leadership
- Team Development: team training and development; team dynamics; conflict
- Team Problem Solving: tools and techniques; adaptive environments; problem solution planning

Coursework

Coursework includes readings, two homework assignments and a team project. Eleven quizzes on lecture materials and readings will be administered online following certain classes (the lowest quiz score will be dropped). There will be a midterm and a final examination. The DEN Discussion Board will be used for graded online discussion of specific topics. Students will be grouped into teams to choose a project according to guidelines provided in class. Activity will be divided into two phases. After each phase, teams will make an oral PowerPoint presentation discussing team activities and project related actions during that phase. Additionally, each member of the team will submit a written assessment of overall team performance, personal performance and lessons learned.

Attendance and Participation

While formal attendance will not be noted, or graded, every student should understand that learning success (and course grade) will be maximized by regularly attending class and participating in discussions. In addition, since group work is required, missing sessions will not only affect your class experience but your fellow classmates' experience as well. If you do miss a class, it is your sole responsibility to find out what materials were covered, what assignments were made and what handouts you may have missed.

Note: This syllabus is subject to change. Changes will be published in the DEN System.

Grading

Course grades will be assigned only at the end of the semester based on individual standing within the ranges of scores attained by all students. The total possible score is 1000 points as follows:

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|--|-----------------------------|
| • Team Project Presentations | 200 Points (2 @ 100 pts ea) |
| • Team Project Individual Assessments | 100 Points (2 @ 50 pts ea) |
| • Quizzes | 200 Points (10 @ 20 pts ea) |
| • Midterm Examination | 150 Points |
| • Comprehensive Final Examination | 250 Points |
| • Homework | 50 Points |
| • Participation (Online Discussions and Class) | 50 Points |

All teams must have project presentations uploaded to DEN Blackboard prior to 5:00 PM (Pacific Time) on the due date listed in the schedule on page 3. Team speaker(s) may be on site; however, using virtual team technology, it is possible for the speaker(s) to be off site. Each team member will receive the same grade for team presentations. If any team is not prepared to present, for whatever reason, all members of that team will receive a zero for that deliverable. Presentations will be graded on the following factors:

- | | |
|------------------------|-----|
| • Content | 35% |
| • Logic | 25% |
| • Creativity | 25% |
| • Presentation Quality | 15% |

Quality and Timeliness

No specific document or presentation formats are required but all written submittals must be grammatically correct and have no spelling errors. All homework and project deliverables must be prepared as an electronic file using word processor, spreadsheet or other relevant computer software and must be submitted via DEN by 11:55 PM (Pacific Time) on the due date listed in the schedule on page 3. **Assignments turned in after the due date will receive ½ credit. No assignments will be accepted more than two weeks after the due date or after the Final Exam.**

Examinations

The Midterm Examination will be administered online using the DEN testing system. There will be no actual class meeting on that date. The exam will be made available online during normal class hours. Students may complete the exam from any location where they can log in to DEN.

In accordance with University policy, the Final Examination will be administered on the date and at the time specified in the official Schedule of Classes. There are no exceptions to this policy. Prior to the final exam date, the on-campus location will be determined and published. DEN students desiring to take the Final Exam off campus will be contacted by DENexam personnel to arrange for a specific test location.

Academic Integrity

The Viterbi School of Engineering adheres to the University's policies and procedures governing academic integrity as described in SCampus. Students are expected to be aware of and to observe the academic integrity standards described in SCampus, and to expect those standards to be enforced in this course. DEN students can find a link to SCampus on the ISE 544 DEN website.

Students with Disabilities

Any student requesting academic accommodations based on a disability is required to register with the Center for Academic Support, 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 your instructor (or the course Teaching Assistant) as early in the semester as possible. See <http://www.usc.edu/student-affairs/asn/dsp>, email ability@usc.edu or phone (213) 740-0776.

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Course Schedule

Class	Date	Subject(s)	Quiz ²	Readings ¹ : O = Oriel D = Duarte / L = Lencioni
1	Jan 15	Introduction and Course Overview Intro to Team Operations & Management	#1	O: Intro & Ch 1 + App A & D L: Intro, Pg 3, Pgs 187-190
2	Jan 22	Virtual Teams Virtual Team Startup	#2	D: Ch 1 D: Ch 5 Disc Topic #1
3	Jan 29	Virtual Team Technologies	#3	D: Ch 2
4	Feb 5	Team Roles & Responsibilities - Pt 1 Virtual Team Roles & Competencies	#4	O: Ch 2, pg 1-16; L: Part 1 D: Ch 6
5	Feb 12	Team Operating Techniques	#6	O: Ch 3, pg 1-41; L: Part 2 Hmwk #1-Due 2/26
6	Feb 19	Team Roles & Responsibilities - Pt 2 Virtual Team Meetings	#5	O: Ch 2, pg 17-32; L: Part 3 D: Ch 8;
7	Feb 26	Virtual Team Trust Virtual Team Multi-Cultural Impacts	#7	D: Ch 7; L: Part 4 D: Ch 3 Disc Topic #2
8	Mar 5	Team Presentations - Phase 1 Midterm Review & Instructions		
9	Mar 12	MIDTERM EXAM		
--	Mar 19	SPRING BREAK		
10	Mar 26	Problem Solving Tools Problem Solution Planning	#8	O: Ch 4; L: Pgs 185-220 O: Ch 5 Hmwk #2 - Due 4/9
11	Apr 2	Advanced Tools & Techniques Team Conflict	#9	O: Ch 8 & Appendix B O: Ch 7 Disc Topic #3
12	Apr 9	Team Leadership Techniques Virtual Team Leadership	#10	O: Ch 3, pg 42-70 + App C D: Ch 4
13	Apr 16	Team Development Virtual Team Dynamics	#11	O: Ch 6 D: Ch 9
14	Apr 23	Adaptive Environments Final Review		D: Ch 10
15	Apr 30	Team Presentations - Phase 2 Final Exam Instructions		Written assessments due following day by 11:55 PM
--	May 7	Study Day – No Class		
--	May 14	FINAL EXAM (Time/Location TBA)		

1. Readings should be completed prior to the indicated class.
2. Quizzes must be completed online after class and prior to following class.

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