

Syllabus

ISE 544: Management of Engineering Teams

Fall 2009 – August 27 to December 10

Sections 31504D & 31704D – Thursdays, 6:30 to 9:10 PM, OHE100B

Instructor

Hank Dolim

Office: GER 205, Thursday, 4:00 – 5:00 PM

For routine messages or questions, send email or leave a phone message at the cell number above.

Phone: (213) 740-5383 or (310) 283-9561 (cell)

Email: dolim@usc.edu

TA

Name: TBA

Office: TBA

Phone: TBA

Email: TBA

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

ISE 544, Management of Engineering Teams, is an introductory course in the design and management of collocated and virtual engineering teams. Our studies include group decision-making, motivation, leadership, infrastructural requirements, performance measurement, team diversity, conflict, and integration. 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

There are no course prerequisites. However, 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.

Coursework

Assignments will include readings from the texts and two team projects. Ten quizzes will be completed online at the start of class throughout the semester. The two lowest scores will be dropped. There will be a midterm and a final examination. The DEN Discussion Board will be used for online discussion of specific topics. Additional homework will be assigned throughout the semester.

Grading

ALL assigned work will be graded. Course grades will be determined as follows:

- | | |
|---------------------------------------|-----|
| • Homework | 10% |
| • Quizzes | 16% |
| • Midterm Exam | 15% |
| • Comprehensive Final Exam | 25% |
| • Team Project Presentations | 20% |
| • Team Project Individual Assessments | 10% |
| • Participation | 9% |

Team Project

Students will be grouped into teams of 8 to 10 people during the first week of class. Teams will develop a project of their choosing according to guidelines that will be provided in class. Activity will be divided into two phases. After each phase, teams will make an oral presentation outlining the project and discussing team activities performed in completing the phase. Presentations must be prepared in PowerPoint and should be no longer than the times specified for each. Additionally, each member of the team will turn in a written assessment of overall team performance, personal performance and lessons learned.

Teams must have their presentation loaded into DEN prior to class start on the due date listed in the schedule. 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 | 25% |
| • Logic | 25% |
| • Creativity | 25% |
| • Presentation Quality | 25% |

Attendance and Participation

While actual attendance will not be noted or graded, every student should understand that learning success (and course grade) will be maximized by regularly attending class in person or via DEN and participating in both classroom and DEN discussions. Participation will be graded based on contributions both in class and on the DEN discussion board. If you miss a class, it is your sole responsibility to find out what materials were covered, and any assignments that were made.

Quality and Timeliness

All homework and project deliverables must be prepared as an electronic file using word processor, spreadsheet or other relevant computer software and have no spelling errors. Assignments must be submitted by the established due date. Team project individual assessments must be submitted via DEN by 7:00 AM (Pacific Time) on the day following the presentation as specified in the course schedule. **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 Fall 2008 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.

Course Schedule

Note: This schedule is subject to change. Syllabus changes will be published via DEN.

Class	Date	Subject(s)	Quiz	Readings: O = Oriel D = Duarte / L = Lencioni
1	Aug 27	Introduction and Course Overview Intro to Team Operations & Management		O: Intro & Ch 1 + App A & D L: Intro, Pg 3, Pgs 187-190
2	Sep 3	Virtual Teams Multi-Cultural Impacts	#1	D: Ch 1 D: Ch 3
3	Sep 10	Virtual Team Technologies	#2	D: Ch 2
4	Sep 17	Team Roles & Responsibilities - Pt 1 Virtual Team Startup	#3	O: Ch 2, pg 1-16; L: Part 1 D: Ch 5
5	Sep 24	Team Roles & Responsibilities - Pt 2 Virtual Team Roles & Competencies	#4	O: Ch 2, pg 17-32; L: Part 2 D: Ch 6
6	Oct 1	Team Operating Techniques	#5	O: Ch 3, pg 1-41; L: Part 3
7	Oct 8	Virtual Team Meetings Virtual Team Trust	#6	D: Ch 8; L: Part 4 D: Ch 7
8	Oct 15	Team Presentations - Phase 1 Midterm Review & Instructions		
9	Oct 22	MIDTERM EXAM		
10	Oct 29	Team Leadership Techniques Virtual Team Leadership	#7	O: Ch 3, pg 42-70 + App C D: Ch 4 L: Pgs 185-220
11	Nov 5	Team Development Virtual Team Dynamics	#8	O: Ch 6 D: Ch 9
12	Nov 12	Team Conflict Adaptive Environments	#9	O: Ch 7 D: Ch 10
13	Nov 19	Problem Solving/Adv Tools & Techniques Problem Solution Planning	#10	O: Ch 4 & Ch 8 + App B O: Ch 5
14	Nov 26	THANKSGIVING HOLIDAY		
15	Dec 3	Team Presentations - Phase 2 Final Exam Instructions		
--	Dec 10	FINAL EXAM 7:00-9:00 PM; Location: TBA		