

Course Syllabus

Creating the Successful Project Team



February 2009

Instructor
Michael D. Taylor

www.projectmgt.com

COURSE DESCRIPTION

This is an online course for technical and non-technical professionals who want to understand how to establish and build successful high-performance teams. Students taking this course are taught how to use modern practical team building principles and practices. Team building aspects covered in this class include the phases of team development, building trust, running efficient team meetings, developing team synergy, reaching sound decisions as a team, and how to measure team success. Participants will gain valuable team building skills through case studies, exercises, and team- building tools. Key topics include:

- The role of the team leader.
- The eight essential attributes of a high-performance team.
- How to avoid the Abilene Paradox in team decision-making.
- Why teams get stuck.
- How and when to hold team meetings.
- How to manage virtual (distance separated) teams.
- How to build trust and open communications.
- Synergy and how to establish it in the team environment.

SKILLS TO BE DEVELOPED

- Get a team to think creatively
- Resolve team problems quickly and efficiently
- Conduct efficient team meetings
- Manage virtual (distance separated) teams
- Lead project teams to success by developing group synergy
- Identify and overcome typical barriers to team development
- Understand what it takes to make a high-performance team
- Compare traditional vs. modern team management techniques
- Successfully fulfill the role of a team leader
- Build solid team commitment

INSTRUCTIONS

- This course consists of five modules which you may complete as any time during the five-week period. Each module consists of individual assignments, some of which require a written response to be graded. Simply click on each module to see the individual assignments.
- Please do the assignments in their numerical sequence.

HOW TO USE THE COURSE WEBSITE

The website you will be using for this course is **WebCT**.

- How to Login to WebCT: You will receive your logon information about three working days before the course begins. If you do not receive this logon information by then, please send an e-mail message to [OnlineCourseHelp@ucsc-extension.edu].
- To login to WebCT, go to:
http://ic.ucsc.edu/services/learning_management_system/extension/
- For help with logging in to WebCT, go to:
ic.ucsc.edu/services/learning_management_system/login.php
- Web Browser Compatibility: In order to use WebCT, your web browser must be compatible. The first thing you should do is click on "Check Browser" at the top of the WebCT screen and follow the instructions to make sure your browser is supported for all the functions of WebCT. Next, make sure you visit our page about preparing your computer settings for WebCT:
http://ic.ucsc.edu/services/learning_management_system/browser.php
- WebCT Help Desk: Need help? Once you are logged on to WebCT, the best way for you to request support for WebCT is to contact the WebCT Help Desk at: OnlineCourseHelp@ucsc-extension.edu
- Adding a link to WebCT to your "MyUCSC" page: This is a link to a tutorial showing you how to add a WebCT Login section to their "MyUCSC" homepage:
<http://ic.ucsc.edu/tutorials/webct-onmyucsc/>
- How to Get More Information About WebCT: To get more information about WebCT, go to: http://ic.ucsc.edu/services/learning_management_system/student_info.php

REQUIRED TEXTBOOK

- Required Textbook: **"Creating the High-Performance Team,"** by Steve Buchholz, Ph.D. and Thomas Roth (John Wiley & Sons, New York, NY).

GRADING

Grades will be based on content and *timely* submittals of the individual module assignments. Higher grade scores are reserved for reports containing exceptional and comprehensive content.

- A=135-150 points
- B=120-134 points
- C=105-119 points
- D= 90-104 points
- Failing < 90 points

Item	Quantity	Points Each	Total Points
Warm-Up Question Responses	5	5	25
Papers	4	20	80
Final Paper	1	45	45
Total Points			150

COURSE OVERVIEW

The following are the five study modules for this course, including an estimate of how many hours are to be dedicated to each one.

- Module 1: The Goal of Developing High-Performance Teams (2.5 Hours). This module begins the study of teams by showing the ultimate goal which is to become a high-performance team. It describes what a high-performance team looks like and the nature of developing team synergy.
- Module 2: Team Leadership and Shared Responsibility (3.5 Hours). This module will acquaint you with the role of the team leader, and how the leader generates a sense of shared responsibility. It also addresses the critical need for developing a team purpose statement.
- Module 3: The Stages of Team Development (2.25 Hours). This module will acquaint you with the ways teams mature, or develop, through various stages. Each stage has its own characteristics. Knowing this will help you understand team dynamics in a more explicit way.
- Module 4: Communication and Effective Team Meetings (2.7 Hours). This module focuses on the critical need for team communications including the ways team meetings should be conducted. High-performance teams consist of members who are skilled communicators.
- Module 5: Dealing With Team Problems and Opportunities (4 Hours). This module concentrates on how to deal with team problems and the need to see them as opportunities. Team attitudes are important, and they can be positive when maintained in the right context.

INSTRUCTOR'S BACKGROUND



MICHAEL D. TAYLOR M.S., MPM, FAAPM, is a master project manager and a Fellow in the American Academy of Project Management, with over 30 years of project/subcontract management and engineering experience. During this time, he managed projects and subcontracts ranging in value from \$2 million to \$20 million by successfully directing multifunctional, multicultural project teams. Mr. Taylor managed outsourced projects with other major companies including:

- Honeywell Satellite Systems, Phoenix, Arizona
- Harris Corporation, Melbourne, Florida
- Scientific Atlanta, Atlanta, Georgia
- LNR Incorporated, Long Island, New York
- AEC-Able Engineering, Santa Barbara, California
- LTV Incorporated, Dallas, Texas
- RACAL Communications Corporation, Baltimore, Maryland
- Electrospace Systems Incorporated, Garland, Texas

Mr. Taylor is principal of Systems Management Services, a management training and consulting company specializing in project and program management, and is a member of the Project Management Institute. In addition to conducting project management courses, he is also the UCSC Extension Business and Management Coordinator for the Project and Program Management (PPM) Certificate Program. He has conducted project management training at companies such as GTE, Siemens, TRW, Sun Microsystems, Loral, Minolta, Santa Clara Valley Water District, and Inprise (Borland). He has conducted classes in the UCSC Extension Leadership & Management Program (LAMP) and was a guest speaker at the Santa Cruz Technology Symposium.

MAJOR AWARDS

- Space Station Freedom Superior Performance Award
- Lockheed Project P285 Subcontracts Management Award
- Lockheed President's Award (Dr. F. Oder)
- Lockheed Project P377 Proposal Team Award

UCSC EXTENSION INVOLVEMENT

Mr. Taylor has been teaching in the UCSC Extension Business and Management Department's "Project and Program Management Certificate" program since 1995 and is the PPM Certificate Coordinator.