

**The Women's College of the University of Denver**  
**ITS 3700 – Working with IT Teams**  
**Spring Interterm 2008**

*Proposed Syllabus (subject to change) As of 1/22/08*

**Instructor:** Laura Robinson  
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**Friday, March 14** 6 :00-10 :00pm  
**Sunday, March 16, 23** 9 :00am-2 :00pm

**Course Description**

Working with IT teams, people and the problems they can face is the focus of this course addressing the non-technical issues that are so important to be successful in today's information technology environment.

- **Team building** will include such topics as team dynamics, team formation, and team roles.
- **Managing people** will address interpersonal style and why it is so important to understand your own style and strengths and those around you. A number of models will be reviewed to use to identify styles. This part of the course will also discuss interviewing, listening and questioning techniques, as well as facilitation.
- **Problem solving** will address ways to “think out of the box” rather than “but, we've always done it this way.”

This course will be a combination of mini-lectures, discussion and in-class exercises to apply tools and techniques.

**Course Objectives**

Upon completion of this interterm course, students will be able to:

- Discuss and appreciate awareness of individual differences in interpersonal style
- Understand team dynamics and roles
- Apply various techniques to working with people through effective interviewing, listening and facilitation
- Perform problem solving using a variety of tools

**Texts**

[The Five Dysfunctions of a Team: A Leadership Fable](#) by Patrick M. Lencioni, Jossey-Bass

[Peopleware: Productive Projects and Teams](#) by Tom DeMarco and Timothy Lister, Dorset House

### **Academic Integrity**

The Women's College fully endorses the University of Denver's Honor Code and the procedures put forth by the Office of Citizenship and Community Standards. Academic dishonesty – including plagiarism, cheating, and falsification of data and research – is in violation of the code and will result in a failing grade for the assignment or for the course.

As student members of a community committed to academic integrity and honesty, it is your responsibility to become familiar with the DU Honor Code and its procedures ([www.du.edu/honorcode](http://www.du.edu/honorcode))

### **Grades will be determined as follows:**

<b>Assignment</b>	<b>Due</b>	<b>Points</b>
1. Self assessment – pick a project / aspect of your job. Describe a challenge that you hope you can address more effectively using “soft skills”. At the end of the course, produce an action plan that attacks the challenge.	March 14 – description March 30 – action plan	10
2. Vision statement for health club project to gain commitment	March 16	10
3. Summarize <b>Five Dysfunctions</b> – write a 1000 word essay that describe the process she went through to build a team	March 23	40
4. Critique three essays in <b>Peopleware</b> – for each essay, summarize in about 500 words each what he is saying and what it means to you. Describe how you can apply it to your job / project.	March 30	40
<b>Total possible points</b>		<b>100</b>

<b>Grading scale</b>	
<b>Total Points</b>	<b>Grade</b>
95-100	A
90-94	A-
87-89	B+
84-86	B
80-83	B-
77-79	C+
74-76	C
70-73	C-
67-60	D+
64-66	D
60-64	D-
0-59	F

**Proposed schedule**

<b>Date</b>	<b>Topic</b>	<b>Reading</b>
<p><b>Friday March 14</b></p> <p><b>6 – 10 pm</b></p>	<p><b>Interpersonal style / individual differences</b></p> <ul style="list-style-type: none"> <li>▪ Social Style Model developed by David Merrill, Ph.D., and Roger Reid</li> <li>▪ Now Discover Your Strengths by Buckingham</li> <li>▪ Other styles</li> <li>▪ Communication styles</li> </ul> <p><b>Exercise 1 – Identify your own social style</b></p> <p><b>Exercise 2 – read profiles and identify social style of others</b></p> <p><b>Team dynamics and team building</b></p> <ul style="list-style-type: none"> <li>▪ How do teams form successfully</li> <li>▪ Vision / mission statements</li> <li>▪ Team formation and development</li> <li>▪ Team roles</li> </ul> <p><b>Exercise 3 – What would you do if...</b></p> <ul style="list-style-type: none"> <li>▪ Achieving consensus and commitment</li> <li>▪ Managing conflict</li> </ul> <p><b>Exercise 4 – resolve a conflict</b></p>	<p><b>The Five Dysfunctions of a Team</b></p>
<p><b>Sunday March 16</b></p> <p><b>9 am – 2 pm</b></p>	<p><b>Interviewing skills</b></p> <ul style="list-style-type: none"> <li>▪ Listening skills</li> <li>▪ Questioning techniques               <ul style="list-style-type: none"> <li>○ Types of questions</li> <li>○ SPIN questions</li> <li>○ Phoenix questions</li> </ul> </li> <li>▪ Interviewing preparation</li> </ul> <p><b>Exercise 5 – Interview prep and role playing</b></p> <p><b>Facilitation skills</b></p> <ul style="list-style-type: none"> <li>▪ Facilitation – what is it / hints and tips</li> <li>▪ Meeting preparation</li> <li>▪ Meeting management – status reports / agenda / minutes / issues list</li> <li>▪ Disruptive behavior</li> </ul> <p><b>Exercise 6 – What would you do if...</b></p>	<p><b>Peopeware</b></p>

Date	Topic	Reading
<p><b>Sunday March 23</b></p> <p><b>9 am – 2 pm</b></p>	<p><b>Problem solving skills</b></p> <ul style="list-style-type: none"> <li>▪ Needs assessment – problem definition process</li> <li>▪ Project overviews</li> <li>▪ Problem solving process</li> <li>▪ SWOT</li> </ul> <p><b>Exercise 7 – SWOT analysis on Starbucks</b></p> <ul style="list-style-type: none"> <li>▪ Creativity – six hats</li> <li>▪ Brainstorming / affinity diagrams</li> <li>▪ Other techniques</li> </ul> <p><b>Exercise 8 – Brainstorming / affinity diagrams</b></p> <p><b>What does this mean to me</b></p> <ul style="list-style-type: none"> <li>▪ Review skills covered in class and identify how you can apply them to a real situation</li> <li>▪ Share with others to get feedback and additional ideas</li> </ul> <p><b>Exercise 9 – Develop action plan for your self</b></p>	<p><b>Peopleware</b></p>