

**APSC 101 Study Notes**  
**Intro to Engineering II**

# Contents

1. Professional Skills .....	3
1.1. Tuckerman's Stage of Development .....	3
1.1.1. Important Notes .....	3
1.1.2. Good vs Bad Norming .....	3
1.2. Conflict Management .....	3
2. Risk Management .....	5
2.1. Risk Sources .....	5
2.2. Risk Tools .....	5

# 1. Professional Skills

## 1.1. Tuckerman's Stage of Development

**Tuckerman's Stages of Development:** Forming, Storming, Norming, Performing

Tuckman's Stages of Team Development



### 1.1.1. Important Notes

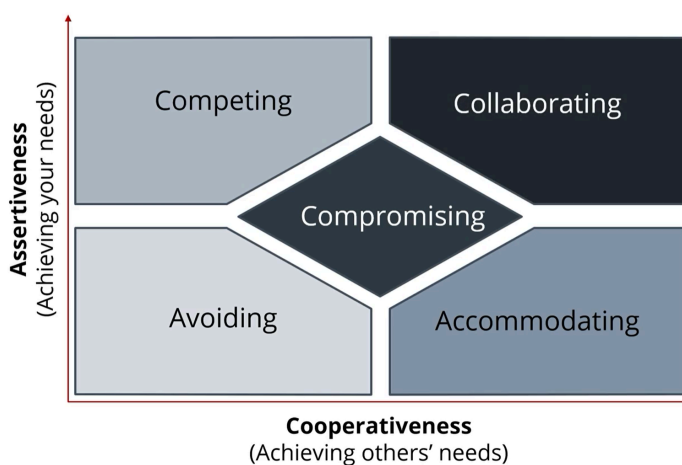
- relationships within members get BETTER over time
  - this includes storming, as team members are more willing to speak their minds
- conflict occurs at all stages

### 1.1.2. Good vs Bad Norming

- Good norming is healthy
- Bad norming → team dysfunction
  - e.g. one team member routinely misses meetings and team does nothing

## 1.2. Conflict Management

### Conflict Management Styles



**Avoiding:** Good when tensions high.

**Accommodating:** Good when the issue matters more to the other party.

**Competing:** Good when issue is self-critical and immediate.

**Compromising:** Good if time is short and relationships/problem must be balanced.

**Collaborating:** When you have time to work towards finding the ideal solution for everyone.

*Good teams change their style as situation demands.*

## 2. Risk Management

$\text{Risk} = \text{Severity} \times \text{Likelihood}$

$\text{Risk} \neq \text{Hazard}$

**Risk:** *Possibility* of harm, consequences, or damage.

**Hazard:** *Capacity* of equipment, material, or processes to cause harm.

### 2.1. Risk Sources

**Preventable:** Controllable.

General time management issues included, such as not anticipating delays.

**Strategic:** Taken for possibility of greater reward.

For example, rushing through decision making stages for earlier project completion, this is a strategic risk, not preventable.

**External:** Outside of control.

### 2.2. Risk Tools

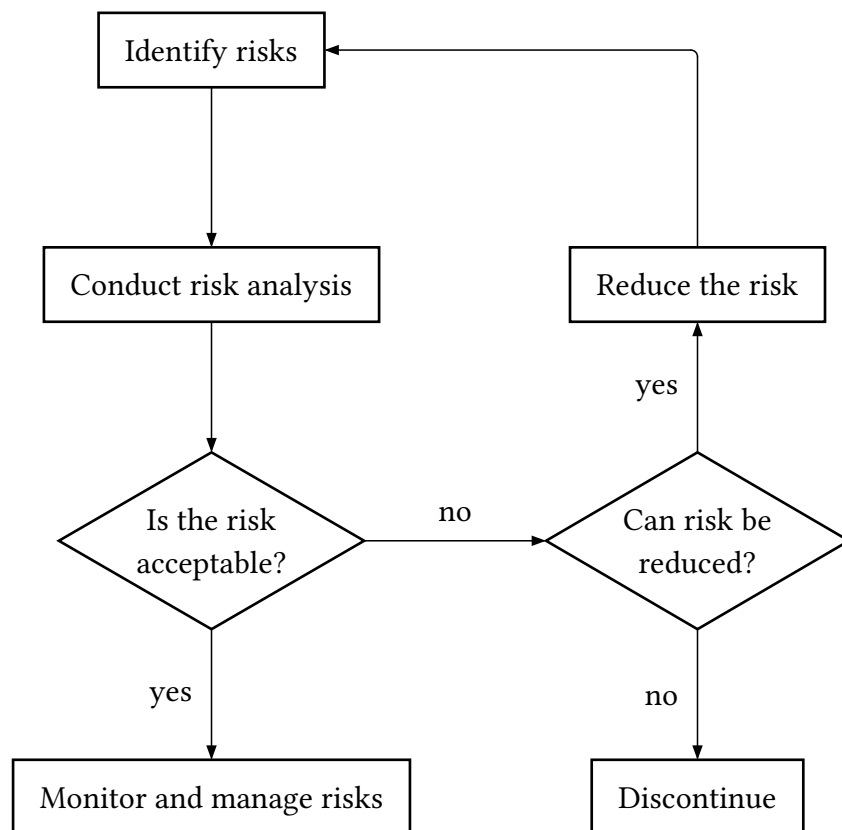


Figure 1: Risk Management Process

		RISK SOURCE		
		Preventable	Strategic	External
Risk Category	Safety			N/A
	Technical			
	Project Management			
	Operational			

Table 1: Risk Classification Table

A risk classification table is a tool used to identify and classify risks based on their severity and likelihood.

Figure 2: Risk Matrix

		SEVERITY				
		1	2	3	4	5
Likelihood	5					
	4					
	3					
	2					
	1					

Table 2: Risk Register