

# MGMT 4020

## Managing Project Teams

One goal of the project, and of the class more generally, is to practice the real-world skills you will be using once you graduate. Toward that goal, we will immediately begin practicing hiring skills in the process of forming teams for the class project and the team presentations.

### Forming Teams

If you're interested in being a team leader, please contact me ASAP. I anticipate there will be 3 teams, so the first 3 individuals to contact me will be assigned that role. In the unlikely case that not enough people don't contact me by Friday, September 12, I will randomly select the remaining leaders.

Team leaders have responsibility for recruiting and selecting team members. Teams should consist of 5-6 people (including the team leader). Team leaders can begin immediately to choose team members, but this process must be finalized by September 13.

Team leaders can use whatever methods they wish for selecting team members. All students must submit a personal statement, which leaders may read. Team leaders may then choose to interview people they're interested in (these interviews may be conducted by the team leader, or as a "team interview" of those who have already been selected). Students may also "apply" to teams, and team leaders may choose to solicit applications for their teams if they wish.

### Assignments:

- 1) All students who are not leaders must submit a short (max 1 page) personal statement that describes their relevant background, interests, experience, and goals for the course by **Sept 4**. If you think you have a lead for an organization that could be used for the project, it would be useful to indicate this as well. This must be submitted via D2L in the Forums section (under the Discussions tab).
- 2) Team leaders should submit a slightly different (1 page) personal statement, directed towards the interests of team members. You might describe your past experience as team leader (or member), your management style, your goals for the project, or anything else that you think will be relevant for attracting students to your group. This should also be submitted via the D2L Forum (but in the Leader Statements section.)
- 3) Teams should be finalized by September 13.

## Responsibilities and Rewards of Team Leaders

As noted in the Project Description, the role of Team Leaders is not to do all the work of the team. Rather, the Team Leader is responsible for managing the work of the team: ensuring that deadlines are set (and met), delegating assignments to team members, and generally making sure that everything is proceeding well.

In this class I am using a performance-based reward system for Team Leaders. If the team outperforms the class average on the class presentation or the team project, the team leader will receive a bonus. For example, let's say the average of all the team projects is 41 (out of 50), but that your group received a 45. The team leader would have the difference ( $45 - 41 = 4$ ) added to his or her team project score (i.e., he or she would receive a 49).

## Managing Problems

As described in the Project Description, there are many reasons for having you work on the project as a team. While teams have advantages, problems can occasionally arise. My goal is that you work through these problems as a team, because that is exactly what you'll need to do in most work settings. One key consideration is to confront problems early, rather than waiting until they've spiraled out of control. Team leaders need to monitor these issues, although the solutions are often based in the whole team, not just the leader. I am also available to help you work through issues.

One way to avoid problems (and to resolve them constructively if they arise) is to develop your own performance standards. Each team is responsible for developing a set of standards, which generally will involve such things as attendance at meetings, meaningful contribution to team assignments, working together effectively, and so forth.

### Assignment:

- 1) Each team must develop and turn in a set of performance standards by **September 20**. The specific content of these is up to you (with overview by me); whatever you decide will be used as the basis for your peer evaluations. You can download a [template](#) from the course website.

Very rarely, there may be justification for removing a member from a team. This option should be used only in extreme cases, and should follow the procedures outlined in Chapter 8 of the *Talent Flow* textbook. That is, the individual should have been counseled in advance of deficiencies in his/her behavior and given an opportunity to improve. (Given the relatively short time span of the semester, however, the usual guidelines for repeated warnings may be waived.) Team leaders should keep records (informal notes to yourself) of a team member's behavior and how it was handled. I should be copied on more formal warnings to the team member. If you conclude that the individual is not responding

appropriately, I must be consulted before proceeding to remove the member from the team. Terminations must occur no later than two working weeks prior to the due date for the project (i.e., by November 13).

Individuals who are removed from a team are responsible for writing their own project report. In most cases, it is expected that the team will share the raw "data" from the job analysis, but that the individual will be expected to write up his or her own report from that information. The due date for the individual (and perhaps for the team) report can be negotiated with me, based on the circumstances.

Also very rarely, it is possible that an individual may choose to resign from a team. Once again, this should not be taken lightly, and should be used only in extreme examples of incompatibility between the individual and the other team members. If you believe there is a problem between you and your team, you should address this early on and in a constructive manner. If the problem cannot be resolved, you may consult with me about resigning from the team. Normally, resignations must occur at least two weeks prior to the project due date. It is expected that the team and the individual will share information that has been collected prior to the resignation. The due date for the individual (and perhaps for the team) report can be negotiated with me, based on the circumstances.