

TIPS ON HOW TO DO A PROJECT

1. Make a schedule with milestones. Stick to it. You may want to practice using project management software.
2. Do not try to do too much. Discuss the size of the task within the group and with the client.
3. Keep notes on what happened at each meeting. Using email can be helpful here.
4. Be conscious of the group process. Talk about conflicts, differences in perception, and how work can be shared fairly. Remember this is a class in organizational behavior.
5. The project is a laboratory, so talk about how your experiences with the project illustrate concepts covered in the course, for example, forming, storming, norming, performing, adjourning.
6. Start using the various analytical methods immediately. They should help you to understand the client system, your group, and the relationships between the two.
7. Present results to both the client and the class. Obtain an evaluation from the client. Write a summary of your report in the form indicated.

PHASES OF CONSULTATION

- I. Contact and entry
 - A. Make first contact
 - B. Identify and clarify need to change
 - C. Explore readiness for change
 - D. Explore potential for working with the client

- II. Contract Formulation
 - A. What outcomes are desired?
 - B. Extent of commitment -- time, money and resources
 - C. Defining roles -- who would need to do what?
 - D. Time perspective and accountability

- III. Problem identification and diagnostic analysis
 - A. Diagnosis of situation using force-field analysis
 - B. Deriving action possibilities

- IV. Goal setting and planning
 - A. Projecting goals -- how to build and use models
 - B. Exploration of alternatives
 - C. Potential side-effects, traps and pitfalls
 - D. Planning for action and for involvement. What? Who? When?

- V. Action taking and feedback cycle
 - A. Successful action taking
 - B. Evaluation and guiding feedback
 - C. Revising action and mobilizing resources
 - D. Strategies and techniques for managing change

- VI. Contract completion, continuity and support
 - A. Design for continuity and stability of change
 - B. Contract completion and support
 - C. Professional ethics -- dilemmas and possible solutions

FORMAT FOR THE PROJECT REPORT

- A. A title page listing the title of the project, the students involved, their telephone numbers, and email addressed, the course and the semester and year.
- B. A one-page summary of the project, see examples attached. In addition to repeating the information in A, include rationale, goals, method, and results.
- C. A table of contents with page numbers in the report.
- D. Project selection. Briefly review the alternatives considered and the reasons for selecting the project chosen. Describe the client and the initial description of the problem or task.
- E. Achievements. Say simply but completely what you did. The page titled, "Phases of Consultation," can be used as a rough outline.
- F. In the report try to use some of the methods in *Fourth Generation Management*. For example, if appropriate, include an example of each of the following:
 - 1. A run chart
 - 2. A Pareto chart
 - 3. A flow diagram
 - 4. A cause and effect diagram
- G. How was the key problem or issue defined by the client? Sometimes reframing the problem is helpful in moving toward improvement. Did you redefine the problem during your work? Were you able to reframe the issue in a way that seemed helpful to the client?
- H. Group process. Describe how your group worked together. What roles did people assume? Did national or cultural background seem to influence the roles that people played in the group? What personality conflicts or communication difficulties emerged? Were the communication difficulties in part the result of cultural background? Explain. Was email helpful?

EVALUATION FORM
Group Study Projects

Please use this form to evaluate the work completed by GWU graduate students for you during the past semester. The faculty at GWU want to assess the extent to which group study projects are helpful to you. Please be candid in your evaluation of the project and elaborate on additional sheets if necessary. Please return this form to **Prof. Stuart Umpleby**, Department of Management, 2033 K Street NW, Suite 230 C, GWU, Washington, DC 20052, tel. 202-994-1642, **fax: 202-994-5284**, email: Umpleby@gwu.edu.

Your name:

Your organization:

Name of the project:

1. What did the students accomplish?

2. On a scale of 1 to 3 (1 = unacceptable, 2 = acceptable, 3 = excellent) please rate the students on:

a. Defining the scope and end-products in terms of what could be accomplished in one semester.

1 2 3

b. Determining which methods should be used to perform the work.

1 2 3

c. Communicating problems and progress to you or your staff.

1 2 3

d. Completing the work as agreed.

1 2 3

3. Please rate the overall project in terms of meeting your expectations.

1 2 3

4. Would you like to work with another group of GWU students in the future?

_____ Yes _____ No

If no, please explain.

5. Did the project require more or less of your time than you were able to give?

_____ More _____ Less _____ About what I expected.

6. What criticisms, if any, do you have of the group or their work?

7. What compliments, if any, would give to the group?

Thank you very much for working with the students on this project.

Sincerely, Stuart Umpleby, Professor of Management

Contribution to the Course Project

This sheet is to be submitted privately by each student.
If I receive none of these sheets, all group members will receive the same grade.

Please fill in the following information:

<u>Names of group members</u> <u>(INCLUDING YOUR OWN.)</u>	<u>Contribution to the Course Project.</u>
1	_____ %
2	_____ %
3	_____ %
4	_____ %
5	_____ %
Total	100 %

**IF ALL CONTRIBUTIONS ARE EQUAL JUST WRITE THE ONE WORD,
“EQUAL,” SOMEWHERE IN THE CONTRIBUTION COLUMN.**

EXAMPLES OF ONE PAGE SUMMARIES

Topic: Naval Contract Closeout Process

Date: Fall, 2002

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Rationale: Professor Umpleby presented this as a potential group project. We pursued it along with other topics and got a positive and encouraging response from our contact, Bruce Lowrey.

Method:

- (1) Receive information pertaining to the contracts from our contact, Bruce Lowrey.
- (2) Meet with Lowrey to review current processes and assign reason codes to spread out the work.
- (3) Review the current status of outstanding contracts within reason code.
- (4) Contact those contract owners or responsible parties for feedback and status.
- (5) Suggest patterns / reasons for delayed closing and outstanding contracts.
- (6) Prepare paper with results and course correlation.

Result:

Contacted contract owners
Discovered several contracts that were closed just not communicated
Informed those who thought contract status was still open
Delivered updated spreadsheets and contact information to NAVY POC
Prepared report and presentation with summary and results

Topic: Shire Pharmaceutical Development Communication Improvement

Date: Fall, 2003, Mgt 201

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Rationale: One of the group members was employed by Shire Pharmaceutical Development and was familiar with the conduct and results of the employee survey data.

Goals: The group utilized the results from a recently completed all-employee survey at Shire Pharmaceuticals to analyze employee concerns and propose communication reforms to address these concerns

Method:

1. Begin by reviewing the results of the 46-question survey to identify trends within the data and hold initial client meeting to discuss any proposed company responses to the survey.
2. Discuss as a group, the individual project team member's thoughts about the survey data. The group agreed to focus on the responses to 4 key questions and lump the findings into 2 main data conclusions:
 - Communication at the departmental level is more effective than across departments
 - A lack of trust and respect exists between departments across the Company.
3. Brainstorming and general sessions to find communication and employee morale raising proposals to address the survey findings.
4. Once the 4 main communication proposals were agreed upon (1. Enhanced and more visible company intranet website, 2. Uniform and visible job title and compensation policy, 3. Employee Exchange Program, and 4. "Breakfast with management" series), each team member selected one of the proposals to perform literature searches on, and make formal presentations of the topic.

Result:

1. Presentation of Project Proposal to MGT201 class on December 17th
2. Presentation of Project Proposal to client on Jan 2nd.
3. Client acknowledged Proposals and discussed preliminary feasibility of individual components and commitment to discuss proposals at next Global Human Resources Summit in 1Q04.

Topic: Vision III Imaging

Date: Fall 2003, Mgt 201

Team:

Sara Haines – skhaines@gwu.edu

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Project Rationale:

Vision III Imaging is a company devoted to developing a proprietary technology for enhancing visual reproduction. They have just completed the prototype phase of development and are interested in creating a process for producing their technology on a production basis. They have no experience in this area, so this should be a very good choice to be able to apply process improvement techniques on their behalf.

Project Goals:

Our project will involve helping the company move from a prototype phase into a production phase. The initial plan is to produce 51 units in 20 months. We will be responsible for developing a production process for the units. The 3 areas we will focus on are the Best Time, Best Cost, and Best Way.

Project Method:

By applying different tools such as those suggested by W. Edwards Deming, we will attempt to find an optimal method for Vision III to use for ordering Production parts, both during the timeframe of this project as well as in the future.

Project Results:

After evaluating the parts needed for production, we decided that the best method of providing repeatable results would be to produce a spreadsheet that took into account differences in pricing based on order levels and also tracked best and worst delivery times against a desired completion date.

TOPIC: Organization Design and Quality Improvement for Somali Television Network

DATE: Spring 2003

GROUP MEMBERS: Hani Boudjemaa (bhani@gwu.edu)
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RATIONALE: A group member knew one of the shareholders of a television and radio network in Somalia and proposed the project to help the company with ideas for managing ethics in media/journalism organizations and how the organization design and quality could be improved.

GOALS: To propose to the shareholders of the television and radio network a code of ethics and professional behavior for media/journalism, how to conduct surveys for quality improvement, and an organization structure based on their business strategy.

METHOD:

1. Reviewed the existing processes and standards for ethics and the current organization structure of the television and radio network.
2. Researched information on the Internet about managing ethics in media/journalism and how media/journalism organizations are structured.
3. Interviewed by phone and e-mail one of the major shareholders of the company to learn about the company.
4. Acquired information by interviewing NPR and NTSB

RESULTS:

1. Reviewed the current organization structure of the network, and its existing processes and standards for ethics on reporting.
2. Researched information on the Internet and interviewed National Public Radio (NPR) and Radio-Television News Directors Association (RTNDA) about managing ethics in media/journalism and how media/journalism organizations are structured.
3. Interviewed by phone and e-mail one of the major shareholders of the company to learn about the company

Topic: The Global Compact: An Instrument for Education and Research at George Washington University

Date: Spring 2003

Course Number and Name: Management 201, Organizational Behavior

Group

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Client Name and Contact:

Professor Stuart Umpleby	(202) 994-1642	umpleby@gwu.edu
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Rationale: In one of the early lectures of management 201, Dr. Umpleby mentioned the Global Compact (GC) initiative by the UN as a potential regulator of the global economy. The subject appealed to our team and we decided to study how GW could participate in the GC as our research topic.

Goals: To study the Global Compact (GC) initiative, and outline how GW may participate in the GC program. The paper will recommend how GW students, alumni, professors, and administration could participate in the Global Compact Initiative.

Methods

- Study the Global Compact website www.globalcompact.org
- Contact appropriate United Nations personnel
- Check other universities that are part of the network
- Research how and where Global Compact principles can be applied at GW
- Contact possible key players at GW (i.e. Dean, Director of Academic Affairs, etc.)
- Prepare a presentation for the Research Forum of the Consortium of Washington Area Business Schools
- Coordinate with client at different stages to get feedback
- Collaborate through meetings and virtually through Yahoo groups for files, discussions, and chat

Results

- Preparation of a list of recommendations in different academic fields for implementation of the GC at GW
- Presentation of the project to the Consortium of Washington Area Business Schools on April 12, 2003
- Meeting between the head of the GC Learning Forum and GW representatives (including Dr. Umpleby)
- Contact made with different GW-GC potential players
- Preparation of a memo to be sent out to key GW persons

TOPIC: Integrated Logistics Management System (ILMS): Cultural Considerations for Successful Implementation in the Middle East

DATE: Fall 2002

GROUP: Lynn Kopala tel. 703/645-9171; lynnkopala@hotmail.com
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RATIONALE: We selected this project due to the clear cross-cultural challenge it presented, coupled with the opportunity to provide tangible and practical solutions to a real world situation and others that may arise in future training contexts. Because one member is employed by the client and works directly with the project, we had well defined problems, challenges, and issues.

GOALS: To introduce cross-cultural management skills to the Department of State's Office of Logistics Management (A/LM) as it institutes a system to improve logistics and supply chain management by designing, developing, and deploying the worldwide Integrated Logistics Management System (ILMS).

METHOD:

- 1) Describe the Office of Logistics Management's plan to improve logistics and supply chain management for the Department of State by designing, developing, and deploying the worldwide Integrated Logistics Management System (ILMS).
- 2) Outline technological challenges to the ILMS training in the Middle East. Due to time constraints, the authors selected four proto-typical Middle Eastern countries -- Saudi Arabia, The United Arab Emirates (UAE), Jordan, and Egypt -- as representative of the region. Examining the technological challenges in these countries helped to clarify the potential obstacles and challenges representative of the Middle East.
- 3) Identify specific recommendations based on cultural norms for optimal classroom interaction; articulate professional norms and business etiquette in the Middle East; and offer a note about professional women in the Middle East.
- 4) Examine training strategies deployed by three specific multi-national, global, cross-cultural institutions -- the World Health Organization, Cisco Systems, Inc., and The George Washington University -- so as to recommend "best practices" for distance learning

RESULT: In a December 6, 2002 PowerPoint presentation at the Department of State, the authors provided four types of assistance to State's Office of Logistics Management:

- 1) Identified challenges unique to Middle Eastern culture and Middle Eastern students that may influence the success of State's first ILMS Regional Training Conference;
- 2) Profiled institutions with related challenges, described best practices in web-enabled distance learning and recommended appropriate strategies to State to consider adopting;
- 3) Developed training recommendations for instructors and Subject Matter Experts to acquaint them with cultural issues that might influence classroom dynamics
- 4) Compiled a brief list of books, articles and web sites available to those preparing themselves to lead training conferences in the future.

TOPIC: The United Nations Global Compact (UNGC) and the Participation of U.S. Corporations

DATE: Fall, 2003

TEAM MEMBERS:

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RATIONALE: As individuals acting in various management capacities in their respective organizations, the team members were interested in tempering their organizations' push for financial goals with a sense of corporate and social responsibility. The UNGC is an international organization whose goal is to accomplish this very thing.

GOALS: To promote involvement in and awareness of the UNGC and its initiatives.

METHODS:

1) Gather research on the extent of knowledge regarding the UNGC and involvement in the organization. Determine what would be the best and most efficient method of increasing awareness of and participation in the UNGC and its initiatives.

2) Invite and encourage existing members of the UNGC to participate and attend the UNGC Seminar and Research Workshop at the George Washington University, (GWU).

3) Attend, observe, and document the events of the UNGC Seminar and Research Workshop held at GWU.

4) Ascertain the extent to which employee/department actions correlate to stated company policy in regard to the UNGC.

5) Determine what are the major barriers to effective participation in the UNGC.

RESULT: The potential benefits of participation in the UNGC and advancement of its initiatives are precluded by a lack of awareness of and involvement in the organization on the part of U.S. member companies.