

## Evaluation: Structured Discussion Session Assignment - MSE 608B - Campbell

Discussion Team: \_\_\_\_\_

Discussion Questions Set:        X   One      \_\_\_\_\_ Three      \_\_\_\_\_ Six  
    \_\_\_\_\_ Two      \_\_\_\_\_ Five      \_\_\_\_\_ Seven

Rating Scale:                    0 = None                    3 = Generally acceptable  
    1 = Poor                    4 = Good  
    2 = Fair                    5 = Superb

<i>Rating</i>	<i>Assignment Attribute</i>
0 1 2 3 4 5	Degree of focus on assigned questions
0 1 2 3 4 5	Clarity of responses to assigned questions
0 1 2 3 4 5	Depth of responses to assigned questions
0 1 2 3 4 5	Evidence of collaborative preparation of responses
0 1 2 3 4 5	Organization of session
0 1 2 3 4 5	Collaborative session presentation
0 1 2 3 4 5	Effectiveness of involvement of other class members in the discussion
0 1 2 3 4 5	Effectiveness in addressing class member questions
0 1 2 3 4 5	Effective management and use of time

Overall evaluation: \_\_\_\_\_ / 45 = \_\_\_\_\_ %

- Hill identifies several sets of expectations and/or roles for a manager. From the perspective of the “average” technical professional, rank the expectations/roles from most to least difficult to fulfill, and justify your ranking.
- Hofstede identifies several levels of culture. How might each of these levels impact your ranking?

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- Hill's theme in the reading assignment is that managers must change their professional identity, and that new managers are usually not cognizant of that need. Consider the orientation process for a new technical professional hire from the perspective of (a) an existing technical professional in the organization, and (b) the manager of the new hire. What might the differences be in their roles in the new hire orientation process?
- The Hofstede reading assignment addresses the concept of power distance. The Sachs reading provides some managerial guidance for an interview. In what ways might power distance affect the interviewing of a prospective new technical professional hire? How might a manager address differing perceptions of power distance in his/her assessment of an interviewee?

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- Hill addresses two types of manager responsibilities that impact employee performance. In what ways might a manager's failure to adequately fulfill these responsibilities affect an employee's performance evaluation?
- Hill addresses subordinate diversity in the context of level of experience. Hofstede presents one source of subordinate cultural diversity in the context of individualism and collectivism. How might these contexts be properly identified and utilized to more effectively manage a group of technical professionals?

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- The reading from Hill concerns the need for managers to understand themselves and to productively address stress. Consider a situation in which a manager must terminate a likable engineer who works conscientiously but consistently produces marginally acceptable work. What kinds of self knowledge and stress management might be important in this situation?
  
- What impact might Hofstede's masculinity-femininity dimension of the employee and the organization have on the manner in which the manager addresses the preceding situation?

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- The reading from Hill addresses strategies for skills acquisition for first-time managers. What do you consider to be the two most important learning tasks for the aspiring first-time manager to undertake? Justify your selections.
- The Hofstede reading explores uncertainty avoidance. In what ways might an aspiring first-time manager's cultural heritage with respect to uncertainty avoidance help or hamper his/her preparation for the position?

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- In what ways might an aspiring first-time manager of technical professionals in the United States use the concepts discussed in Chapter 6 of Hofstede to prepare for the position?
- Assume that you are the manager of a multicultural group of 10 to 12 technical professionals. How might you apply the concepts discussed in Chapter 8 of Hofstede to manage intergroup conflict in an effective manner?

**Evaluation: Research Assignment One - Hiring Processes - MSE 608B - Campbell**

Partnership Members: \_\_\_\_\_

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                                  1 = Poor            4 = Good  
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<i>Rating</i>	<i>Assignment Attribute</i>
0 1 2 3 4 5	Summary of key steps in each employer’s hiring process
0 1 2 3 4 5	Nature of authority/responsibility of new hire’s manager
0 1 2 3 4 5	Primary similarities/differences of processes and manager’s authority/responsibility
0 1 2 3 4 5	Examples of key forms used in each employer’s hiring process
0 1 2 3 4 5	General quality of written report
0 1 2 3 4 5	General quality of class presentation
0 1 2 3 4 5	Timeliness of class presentation

Overall evaluation: \_\_\_\_\_ / 35 = \_\_\_\_\_ %

**Research Assignment One: Hiring Processes**

- Research the complete hiring process for technical professionals at the employers of partnership members
- Compile examples of key forms used in the process
- Prepare step-by-step summaries of key steps in each hiring process
- For each hiring process, identify and summarize the nature of the hiring authority and hiring responsibilities of the manager who will supervise the new hire
- Summarize the primary similarities and differences among the processes and the manager’s hiring authority and responsibilities
- Deliverables:
  - Informally present (maximum 15 minutes) a summary of research findings to class; presentation order will be randomly assigned
  - Distribute copies of written report summary, together with example forms, to all class members at the time of the presentation, and submit complete report to instructor
  - Submit Partnership One Peer Review Reports

**Evaluation: Research Assignment Two - Performance Evaluation Processes - MSE 608B - Campbell**

Partnership Members: \_\_\_\_\_

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                                  1 = Poor            4 = Good  
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<i>Rating</i>	<i>Assignment Attribute</i>
0 1 2 3 4 5	Publicly available reference selected and quality of selection
0 1 2 3 4 5	Summary of reference process
0 1 2 3 4 5	Documentation and summary of employer performance evaluation process
0 1 2 3 4 5	Critique of employer process in context of reference process
0 1 2 3 4 5	Examples of key employer performance evaluation forms
0 1 2 3 4 5	Critique of employer's performance evaluation form(s) in the context of the reference process
0 1 2 3 4 5	General quality of written report
0 1 2 3 4 5	General quality of class presentation
0 1 2 3 4 5	Timeliness of class presentation

Overall evaluation: \_\_\_\_\_ / 45 = \_\_\_\_\_ %

**Research Assignment Two: Performance Evaluation Processes**

- Seek out one publicly available reference that addresses at least one ostensibly desirable performance evaluation process
- Summarize the process provided in the reference
- Research the performance evaluation process for professional employees at the employer of one of the partnership members
- Acquire copy of primary performance evaluation form (if any) used as part of the employer's process
- Prepare a step-by-step summary of the key steps in the employer's process
- Critique the employer's process in the context of the reference selected
- Critique the performance evaluation form in the context of the employer's process
- Deliverables:
  - Informally present (maximum 15 minutes) a summary of research findings to class; presentation order will be randomly assigned
  - Distribute copies of written report summary, together with example forms, to all class members at the time of the presentation, and submit complete report to the instructor
  - Submit Partnership Two Peer Review Reports



**Evaluation: Research Assignment Three - Termination Processes - MSE 608B - Campbell**

Partnership: \_\_\_\_\_

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                                  1 = Poor            4 = Good  
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<i>Rating</i>	<i>Assignment Attribute</i>
0 1 2 3 4 5	Minimum of four publications addressing termination processes, and quality of same
0 1 2 3 4 5	Quality of publications summaries
0 1 2 3 4 5	Documentation and summary of one employer's termination processes for professional employees
0 1 2 3 4 5	Examples of forms utilized as part of the employer's termination processes
0 1 2 3 4 5	Roles of professional employee's manager in the organization's termination processes
0 1 2 3 4 5	At least two productive managerial approaches to implementing termination processes
0 1 2 3 4 5	General quality of written report
0 1 2 3 4 5	General quality of class presentation
0 1 2 3 4 5	Timeliness of class presentation

Overall evaluation: \_\_\_\_\_ / 45 = \_\_\_\_\_ %

**Research Assignment Three: Termination Processes**

- Seek out and summarize at least four publications that address termination processes.
- Based on the publications researched, class handouts, and other sources as appropriate, identify at least two productive managerial approaches to the implementation of a termination process.
- Research and summarize termination processes for professional employees at the employer of one of the partners.
- Acquire copies of primary termination forms used as part of the employer's process
- Evaluate the role(s) of a professional employee's manager in the termination processes of the organization.
- Deliverables:
  - Informally present (maximum 15 minutes) a summary of research findings to class; presentation order will be randomly assigned
  - Distribute copies of written report summary, together with example forms, to all class members at the time of the presentation, and submit complete report to the instructor
  - Submit Partnership Three Peer Review Reports

**Evaluation: Research Assignment Four - Conflict Management - MSE 608B - Campbell**

Partnership: \_\_\_\_\_

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                                  1 = Poor            4 = Good  
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<i>Rating</i>	<i>Assignment Attribute</i>
0 1 2 3 4 5	Clarity of partnership definition of applied research undertaken
0 1 2 3 4 5	Appropriateness of applied research undertaken
0 1 2 3 4 5	Perceived level of effort required to execute selected research assignment
0 1 2 3 4 5	General quality of research processes and results
0 1 2 3 4 5	Evidence of creativity
0 1 2 3 4 5	General quality of written report
0 1 2 3 4 5	General quality of class presentation
0 1 2 3 4 5	Timeliness of class presentation

Overall evaluation: \_\_\_\_\_ / 40 = \_\_\_\_\_ %

**Research Assignment Four: Conflict Management**

- The theme for this assignment is managing conflict – between people who report to you; between you and someone who reports to you, *or* between you and a managerial peer. Within this theme, project partners should identify and propose their own applied research assignment.
- Deliverables:
  - Brief proposal summary due to instructor by Week 10
  - Informally present (maximum 15 minutes) a summary of research findings to class; presentation order will be randomly assigned.
  - Distribute copies of written report summary to all class members at the time of the presentation, and submit complete report to the instructor
  - Submit Partnership Four Peer Review Reports