

Software Systems Design Project
Dr. Scott Dick
Winter 2021
Laboratory #1: Team Formation

Pre-lab: Read the following articles, and respond to the questions for each below. Email your responses to the Instructor, with a copy to the Lab Instructor, by 2pm Wednesday.

I. H.J. Leavitt, "Suppose we took groups seriously," in E. L. Cass & G. G. Zimmer (Eds.), *Men and work in society: A report on the symposium held on the occasion of the 50th anniversary of the original Hawthorne studies*: 67- 77. New York: Van Nostrand Reinhold, 1975.
<http://files.eric.ed.gov/fulltext/ED103291.pdf>

1. This is a pretty old paper. In your opinion, how much of the criticism of existing organizations is still true?
2. Have you been a part of "highly individualistic" organizations in your life? Do you feel that a "groupy" organization might have been more effective at accomplishing your goals and that organization's goals? Why or why not?
3. The same question, backwards: have you been a part of "groupy" organizations in your life? Do you feel that a "highly individualistic" organization might have been more effective at accomplishing your goals and that organization's goals? Why or why not?
4. There is a very brief mention of gender effects on team dynamics: that women seemed to be socialized more into affiliative and relational attitudes, while men were socialized more into competitive attitudes. Do you think that such statements hold true in Canadian society today? What about in your own social circle?

II. S.W.J. Kozlowski & B.S. Bell, "Work groups and teams in organizations," in W. C. Borman, D. R. Ilgen, & R. J. Klimoski (Eds.), *Comprehensive handbook of psychology: Industrial and organizational psychology*, vol. 12: 333-375. New York: John Wiley, 2003.
<http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1396&context=articles>

1. In the Introduction section, the authors discuss the difference between small-groups research in social psychology and organizational psychology. Explain this difference in your own words; provide an example from your own experience.
2. Explain the concepts of "context," "workflow," "levels," and "time" in your own words.

The most critical sections of this paper are on "Team Composition" and "Team Formation, Socialization and Development," beginning on page 11. The remainder of the questions for this paper focus on these sections.

3. Teams in ECE 493 are composed of three members. What do you think this implies about the instructor's stance on group size, and his reasoning for it? (Don't be afraid to be critical – this is very much a psychology question, and the one truth about psychology is that *there is no truth*. For every single possible decision, there's a pile of evidence telling you you've made the exact wrong choice – no matter which choice you made.)

4. Demographic diversity is a very hot-button issue. Discuss the findings that are presented in this paper. Then, conduct your own readings on this topic, and present your findings in one paragraph (be sure to cite your sources). I would start with “team demographic diversity” as a first Google search, but you are encouraged to craft your own searches.

5. What are the Big Five personality factors (you'll need to look outside of the paper)? Explain each in your own words.

6. Look at the last paragraph of the Team Composition section; speculate on what the implications are for human-resource management practices.

7. What are Tuckman's four stages of a team's life-cycle (p. 20)? Explain each in your own words.

Laboratory Exercise: First, each student will complete the CATME team-formation survey individually at the start of the Jan. 10 (Wed.) lab. Using the responses, the instructor will use the CATME system to form teams, and announce them. The second part of the lab is a team-building exercise, which will be announced once the groups are formed. Deliverables from this exercise will be due at the end of Friday's lab (Jan. 12).

Grading: 60% individual pre-lab work, 40% team exercise