

Example benchmarking project discussion

Project 3 due date 12.09. at midnight

[Subscribe](#)

<http://moodle.telt.unsw.edu.au/user/view.php?id=12681&course=23107>

Project 3 due date 12.09. at midnight

by [Sandra Cowan](#) - Monday, 29 August 2016, 4:24 AM

Kerzner Office Equipment

This case provides an opportunity to explore some of the issues surrounding the startup of a project and formation of a team.

Kerzner Office Equipment is a TWO WEEKS PROJECT.

The Case is found in Chapter 11, pages 409 to 411, edition 5, (if it does not match the pages due to different edition of your book, please look under the chapter and name of the case).

The discussion will remain open until 12th of September when the Project Manager has to submit the Final Report.

Please read the text carefully and answer the four questions on after the case (pg.411, edition 5).

1 Critique (analyse, evaluate, assess) Brigg's management of the first meeting. What, if anything, should she have done differently?

1 What barriers is she likely to encounter in completing this project?

1 What can she do to overcome these barriers?

(Recommendation is to put it in a table – barriers/solutions)

1 What should she do between now and the next meeting?

The PM should start the discussion by posting a Project Plan and creating threads for each question (underneath my initiating post)

and by posting his/her ideas.

The PM should also contribute by answering the questions and not only perform the PM role.

The PM must produce a plan of scheduled activities and expectations and the PM must also follow up on the plan and adjust it if necessary. The plan should include a time line on what to do by when.

You must follow up on responses from team members.

Be supportive of your team, give them positive feedback and negative critique if and when required.

If team members are late arriving or post very little, then encourage them to contribute more and to add value in their posts, not just to copy previous answers.

I look forward to reading your contributions.

Kind regards,

Sandra

[Permalink](#) | [Mark unread](#) | [Edit](#) | [Delete](#) | [Reply](#)

<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 due date 12.09. at midnight

by [Hoang Thien Thanh Nguyen Mueller](#) - Tuesday, 30 August 2016, 9:35 AM

Hi team,

As mentioned last time, I can be the PM for this project. A project plan will be posted by 5 PM.

Regards,

Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)

<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project Plan

by [Hoang Thien Thanh Nguyen Mueller](#) - Tuesday, 30 August 2016, 1:43 PM

Hi all,

Please find our project plan's draft in the link below.

<https://docs.google.com/document/d/11NEwRhMI81zWHIVECIfn4IbauuPo3N0XCF1FsBazhGY/edit?usp=sharing>

I planned a bit more time for Topic 1 so we have time to revise the related theory.

If you have other opinions or suggestions, please let me know by

today 4 PM.

A note about posting responses:

Please keep in mind to reply to the **correct thread subject!** We would like to have related discussions being grouped together.

Looking forwards to the great teamwork with all of you again and interesting discussions .

Thanks guys!

Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230841&course=23107>

Re: Project Plan

by [Xingwei Chen](#) - Tuesday, 30 August 2016, 2:49 PM

Hi Thanh,

I had went through your plan and it's seems reasonable. But I have a bit suggestion for the plan based on what we learned from last lecture. In 8.29's lecture, Prof had said If we behind the project, it's would be difficult to catch up with it again. So personally, we might need to allocate 4 day for the latest topic.

Regards,

Xingwei

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230869&course=23107>

Re: Project Plan

by [Yichen Zhu](#) - Tuesday, 30 August 2016, 4:08 PM

Hi Thanh,

I've been looking forward to seeing you being our PM for a long time, because I have seen you have a strong sense of responsibility and leadership.

I think our plan is feasible, and I also approve Xingwei's suggestion.

But I suggest that if we have a day before the deadline to talk about the draft, our final draft could be more reasonable.

Thanks for your work again.

Regards,

Yichen

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project Plan

by [Hoang Thien Thanh Nguyen Mueller](#) - Tuesday, 30 August 2016, 5:13 PM

Hi Team,

Please find the final project plan in the attachment.

@Xingwei and Yichen:

Thanks for your feedbacks! I already adjusted the plan according to your suggestion. We will keep the discussion of Topic 4 open until 5 PM and will review the report at the same time. As for this project, we have time until midnight 12.09.

Yichen, as for your suggestion to have more time to review the report, I aim to summarize our discussion after each question and keep the report updated in parallel. After each question, we should be able to review its answer in our report. With that approach, hopefully we will have less stress at the end of the project.

@All: Please go ahead and start reading already . I have class until 9 PM today but will create a discussion thread for Topic 1 tonight.

Thanks,
Thanh

@Yichen: Thank you for you motivating feedbacks, I will try my best

[http://moodle.telt.unsw.edu.au/pluginfile.php/2126838/mod_forum/attachment/1439412/Project 3 Project Plan Group27.pdf](http://moodle.telt.unsw.edu.au/pluginfile.php/2126838/mod_forum/attachment/1439412/Project%203%20Project%20Plan%20Group27.pdf) Project 3_Project Plan_Group27.pdf

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230841&course=23107>

Re: Project 3 -----TOPIC - 1----- ----- due date 2.09

by [Xingwei Chen](#) - Wednesday, 31 August 2016, 12:22 AM

Hi guys,
Thanks for Thanh and Yichen's feedback
we had done a great job in the past 2 projects. Let's keep it going.
Following are my views about the first topic.
regards,
Xingwei

Analyze:

From the first part of the case, we found that:

Nearly a quarter of team are late or absent for the meeting. Some of them may despise this project, Most of the not treated this as an important things.

From the Background of the company, we can found that Tubbs saved a lot of peoples' job, initially at least $1400 \times 0.25 = 350$ should loss their job, but after he's innovation more than 50 people avoid to loss their job. What more, this background shows the importance of holding this celebration.

Evaluate:

Totally, everything seems to be better, the meeting is good, every team member know the important of this project.

As for something wrong, Briggs should not choose the café to hold the first meeting, because this will give team an impact the project seems not important. I think she should ask the administration apartment for help, let them arrange a suitable place to hold the meeting. What's more, the time is not suitable either. There seems to be a large number of tasks need to be processed in the first meeting. This project is as important as others.

Assess of Brigg's managing of the first meeting:

What well:

She introduce the most of the key point of the meeting during the first meeting. She illustrated the importance, the result if they screw up this project, the tasks that need to finish firstly. What's more she check the email and phone number of the team member who attended the meeting. At the end of the meeting she express she is willing to meet individually.

What wrong:

I think she should not assigned task for team member, it seems better if she discuss the whole plan with team. The reason is that this should be a project with high uncertainty. In addition, there

are team member from different apartment with different skill some of them are useful for the party. For example, the guy from account, if she can master the budget task for the project, it might be better. What's more, some of the team member are good at plan a party, such as 'Cara Miller '.

Conclusion:

Personally, I think Briggs hold a good meeting.

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230044&course=23107>

Re: Project 3 -----TOPIC - 1----- ----- due date 2.09

by [Saurabh Daniel Samuel](#) - Wednesday, 31 August 2016, 3:06 AM

Hi All,

I agree with Xingwei, it was a good effort at conducting the meeting.

Briggs did all the necessary things:

- 1) Provided the team with the agenda prior to the meeting
- 2) She considered everyone's availability and time constraints and kept the meeting short.
- 3) As it was the first meeting, she informed the team about the project and why it was being held and emphasized its importance. She told them how the team was created (each person represents one of the major departments) and initiated a round of introduction.
- 4) In the absence of a meeting room, she was able to improvise and find a place in the cafeteria. Though it may not seem "official", the fact that it was deserted allowed them to have the meeting uninterrupted.
- 5) she set the ground rules for future meetings

Things she should not have done:

- 1) wait 10 extra minutes to start the meeting.
It's the responsibility of the employees to make it to meetings on time. In the process of waiting for 4 people, she wasted the time of 10 people.
- 2) Instead of meeting them individually for their roles, she should have asked them what they preferred. and based on their choices and priority, assign the roles.

3) In the presence of 12 members, they were unable to reach a common meeting time. I feel it would be all the more difficult having to coordinate this process once all of them split up.

But all in all, we can see her years of experience in HR show in the form of the decently organized meeting.

Regards,
Daniel

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 1----- **----- due date 2.09**

by [Hoang Thien Thanh Nguyen Mueller](#) - Wednesday, 31 August 2016, 4:20 AM

Hi team,

Thanks Xingwei for initiating the discussion early and your extensive ideas.

@All:

To answer the first question, please read the related chapter **Conducting Project Meetings (starting from page 383 Chapter 11 5th edition)**.

Here is also my first draft of the answer.

Analyse:

The project team members are being selected not by the Project Manager. According to the personal introductions, not all of them are motivated or share the same vision/purpose to participate in this project.

This is an obstacle for the Brigg as a Project Manager to form a high performance project team.

Evaluate:

1) Meeting preparation

As how well the kick-off meeting goes will have an impact on how well the team will work together. So, it should be planned carefully.

What Brigg did

- Organized an one hour meeting in the cafeteria

- Created a meeting schedule prior to the meeting

2) During the meeting

For an one hour meeting, the PM should:

- a) review the scope of the project
- b) discuss how team was form
- c) provide an opportunity for team members to introduce themselves.

What Brigg did

- a) Informed the team members about the scope of the project: when, where, what, who, how much.
- b) The team is made known that this task was assigned to 14 employees from major departments (summary of the meeting with Tubbs)
- c) Asked the team to introduce themselves after introducing herself.

3) Establishing Ground rules

The following major issues should be addressed:

- a) Planning decisions
- b) Tracking decisions
- c) Managing Change decisions
- d) Relationship decisions

What Brigg did:

A small part of b) relating to meetings is discussed to find a time for subsequent meetings.

Asses:

1) Meeting preparation

- The project plan was well prepared.
- The meeting location is not ideal. Since a cafeteria is very distracting.

2) During the meeting

For all the points that the PM has to covered in a one hour kick-off meeting, Brigg did it a good job as all the points were addressed.

3) Establishing Ground rules

Brigg could not address the majority of the points to establish ground rules. However, time was very limited in this one hour meeting and she did address further steps to plan the meeting time as well as will talk to each other in person to assign them a roll

In general, Brigg did quite well to cover the most important points

in this short meeting.

However, it was not very successful to pull the team together and heat up the team spirit.

What could she have done better?

1) Kickoff meeting location

It is a good idea from Xingwei to ask for administration department for help or if budget allows, a conference room at some other venues could be booked.

2) To increase the coherent in the team, it would be better

- to motivate the team to do well instead of warning them that "If we screw up everyone will know about it"

- to ask every one for a quick opinion how a successful party would be for them in order to form a common vision.

Regards,
Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 1----- ----- due date 2.09

by [Hoang Thien Thanh Nguyen Mueller](#) - Wednesday, 31 August 2016, 11:52 AM

Hi all,

Just a brief note. **Please follow this format to answer question**

1:

A) Analyse

1)

2)

3)

...

B) Evaluate

1)

2)

3)

...

C) Assess

1)

2)

3)

...

D) What, if any, should she have done differently

1)

2)

3)

...

Reasons:

1) I think this would help keep us focusing on answering the questions and not to get off track of what we are supposed to answer in the questions

2) Easy for us to follow, discuss and to summarize it.

- I think it would be good to number our ideas. When we express our agreement, disagreement, we could refer to the number.
- For example: *I agree with X's opinion in part A) 2), because...*

If this format causes you more difficulty than necessary, I'm open for suggestions. I will create a document for the report and post this format into it already, so we can just summarize all of our ideas and update the report after the discussion for a question has ended.

Keep up the awesome work, team!

Thanks

Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230841&course=23107>

Re: Project 3 -----TOPIC - 1-----
----- due date 2.09

by [Xingwei Chen](#) - Wednesday, 31 August 2016, 12:35 PM

Hi guys,

I approve with Thanh's suggest about the format. This kind of structure will not only help us save a large amount of time spent for go through each other's views, but also will facilitate us to make a summary.

regards,

Xingwei

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2225873&course=23107>

Re: Project Plan

by [Li Yu](#) - Wednesday, 31 August 2016, 2:04 PM

Hi Thanh

Thanks for the project plan!

Just a kind reminder, 10 minutes ago I found there are two places of Moodle displaying the Due of project 3. However they are totally different.

Please find the detail in my picture.

As the deadline of pervious projects were all 5PM. I suggest that we fix topic 5 earlier and submit our final report by 5PM 12.09. Or we can ask Sandra to make sure this deadline.

I also believe that your organization skill is quite strong. Finish the report earlier is not a problem for you as I saw you already begin to summarize on the draft report. I just worry that if topic 5 holds us back, our final report might be affected.

Thanks for you understanding.

Cheer

Li

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2182345&course=23107>

Re: Project 3 -----TOPIC - 1----- ----- due date 2.09

by [Shovon Pal](#) - Wednesday, 31 August 2016, 4:04 PM

hello all fellow team members . I do agree with [Xingwei](#) in the first phase of analysis. But i do have some other few thoughts in this . So,I will be having my own opinion in the format what Thien has suggested.

Analyse:

1. The CEO of the company Mr Tubbs has done some incredible work for the company. When he took down the operation under him, that was a turmoil time. Even being in that position he had survived quite well not only financially but also with the workers there, Later on he had proposed a new range of product line ergonomic furniture which had made good on impact in the market. So after all the ups and down they are now in a set

position and the time for celebrating their success.

2. When it came down for the time for celebrating the success the responsibility had gone to the HR person Amber. Amber wanted to have an initial meeting with the fellow workers. But in the time of meeting few of the team members were late, they might be busy with their work and other official duties.

Evaluate:

1. What amber did prior to the meeting that he mailed the major team members for an hour meeting in the cafeteria with a proper meeting scehdule.

2. According to the proper meeting style the PM should illustrate the motivation for the meeting and subdivide the work to get the work done. She did the same kind of action with the team member where she made everyone understand what are the project scopes . That was a good start.

3. The work division has to be divided in the context of skills for each person. But as she is a HR person and must been known about the skill of the people. But she did divide the team for each of the duties for work. Prior to that everyone was told to introduce themselves so they can build a good team.

Asses:

1. The project plan was well prepared and the scopes were known . They were aware of what they are doing.

2. Amber did a reasonable job during the meeting by holding the key of the meeting.

3. What she was been lagging that she didnt make clear the work responsibilities. And she also warned the team members about the after effects of the failure, That might have an opposite effect on the members.

What could be done better:

1. The meeting location is not quite relevant to the meeting. It could be changed for a proper meeting place.

2. Amber could have discussed the each one role more precisely so everyone can get their head start in the project.

In nutshell it was a good project meeting with some minor issues. WHICH is some how managable.

Thank people

Reagrds Shovon

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)

<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project Plan

by [Hoang Thien Thanh Nguyen Mueller](#) - Wednesday, 31 August 2016, 5:03 PM

Hi Li,

Oh, thanks for pointing this out to me! I didn't see that.

At first I planned Topic 4 (the last one) to be open until 11.9, Xingwei requested to have more time, so I changed it to 12.9, as I thought the project would be due at midnight 12.9.

My thoughts were, I would already start to summarise the majority of our discussion about Topic 4 on 11.9 night. We would wrap up our discussion about Topic 4 at 5 pm sharp and I would still have some hours to add some updates to Topic 4 (given that I already summarised it at midnight 11.9).

I will clarify with Sandra about the deadline in the mean time to be sure and would update the plan accordingly if the project ends at 5 pm 12.9.

Would this solution be okay or regardless of that do you suggest to shorten the discussion time for other topics to have Topic 4 closed earlier?

Really appreciate that you pointed it out! Thanks.

Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project Plan

by [Hoang Thien Thanh Nguyen Mueller](#) - Wednesday, 31 August 2016, 7:07 PM

Hi team,

This is Sandra's answer about the deadline.

Hi Thanh,

You should not be concerned, it is two weeks long project so I would not think that 7h would make such significant difference, but you may submit it at midnight if you need all available time to complete it.

*Kind regards,
Sandra*

Let's complete the project at 5 PM 12.09. I made the following changes to the Project Plan to address Li's concern.
1 Discussion to Topic 4 will be closed at **12PM on 12.09** (instead of 5 PM.)

2

3 We will start to review the entire report from 11.09.

The final project plan can be found in the attachment.

Thanks for all suggestions .

Thanh

http://moodle.telt.unsw.edu.au/pluginfile.php/2126838/mod_forum/attachment/1442253/Project_3_Project_Plan_Group27.pdf Project 3_Project Plan_Group27.pdf

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2225873&course=23107>

Re: Project 3 -----TOPIC - 1----- **----- due date 2.09**

by [Li Yu](#) - Wednesday, 31 August 2016, 10:55 PM

Hi all :

I followed Thanh's suggestion to review our textbook and lecture slices.

I agree most analysis of Xingwei and Thanh.

I have some ideas about "what could be done better". (I will summarize my opinion about the whole topic tomorrow.)

By the way, thanks Thanh for your new project plan!

Cheers

Li

D) What, if any, should she have done differently

1) Recruiting project members:

Amber should:

Step1: List the criteria for selecting project members. This list illustrates what kind of skills and experiences are desired for this project. People chose by each department should be available to attend regular meeting and provide support to this project.

Step2: Send this list to the manager of each department by email. Give each manager a phone call and ask him or her to select the right person for the project.

Step3: After all team members have been chosen, Amber should collect their contact number and email address before the first meeting.

2) Preparation for the first meeting

Amber should:

Step1: Send the meeting's time, location and agenda to each project members by email at least one day before the first meeting. (Not only post agenda on a flipchart)

Step2: To avoid late attending and absent, a polite reminder email should be send before the meeting.

Step3: To avoid wasting time on not coming members, Amber should ask project members

to email her back whether they are available to come.

Step4: Ask the administration help her book a meeting room. (Agree with@Xingwei)

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230869&course=23107>

Re: Project 3 -----TOPIC - 1----- **----- due date 2.09**

by [Yichen Zhu](#) - Wednesday, 31 August 2016, 11:49 PM

Hi, guys I've read all your posts and here's my views about the first question.

Analyse:

As we can see, the first meeting did not go well because of most of members become indifferent to the meeting. From their introduction, none of them give themselves a detailed introduction and half of the introduction show an negative attitude to the project, some of them join the meeting because of the work assignment by their department boss.

Evaluate:

In this part, I do believe Thanh had made a detailed representation.

But I also want to point that:

In the 3) Establishing Ground rules

In the case, "Briggs went over the ground rules". May this part is not detailed expressed, but I think basic element of ground rules has been established. But the problem is that are the ground rules sufficient in the meeting?

Of course not, we can see by the end of the meeting, Briggs also annouced to discuss with members their roles.

I think in this part, Briggs has done more than setting up the subsequent meeting date.

Personally I divide this question into two parts to post, so I can have more time to review text-book and give better understanding. I think our former answers are detailed and it is meaning less to express the same words, so it would take more time to figure out different views, hope you guys could understand.

I'll upload the '**Asses**' and '**What could be done better**' on 1st Sept.

Hope you guys have better views.

Regards
Yichen

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230869&course=23107>

Re: Project 3 -----TOPIC - 1----- **----- due date 2.09**

by [Yichen Zhu](#) - Thursday, 1 September 2016, 10:35 AM

Hi, guys. I think we've had very detailed answer, it's really not easy to find other answers.

Here's my **different** views of **asses** and **What could she have done better.**

Asses:

We all agree that project plan was well prepared and location is not ideal, Briggs did quickly begin to establish operational ground rules.

But I have a different view in this part towards this thing:

the agenda on a flipchart

Through reading the text-book, we can see just as Thanh said before:

“ For an one hour meeting, the project manager should simply review the scope of the project, discuss how the team was formed, and provide an opportunity for members to introduce themselves to the team.”

I think the second part and the last part is not well performed. We can see in the schedule, only 15 mins are used to do these two parts. The kick-off meeting is quite essential, and objectives of the meeting should be able to accomplish within the meeting time. On the schedule, we can see the last part('meeting times') is not enough and inefficient.

What could she have done better?

In this part, I agree with you guys about Kickoff meeting location choice, shouldn't delay the meeting and increase the coherence in the team and Li's good view: better preparation for the first meeting and recruiting.

But I don't think 1 hour would be enough do something like discussing each one role more precisely, which is opposite to Shovon's view, thought it's good for everyone to get their head start in the project earlier, more important issues, just as the text-book has mentioned: "1 hour kick-off meeting". On this way will

members better understand the project scope, the identity of other members and their own roles.
So, I think better focusing on more important thing in the kick-off meeting could make this meeting more productive.
Hope you guys have better understanding
Regards
Yichen

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2183032&course=23107>

Re: Project 3 -----TOPIC - 1----- ----- due date 2.09

by [Dezhen Zhang](#) - Thursday, 1 September 2016, 5:39 PM

Hi teammates,

Thanks for detailed analysis and deep discussion.

Analyse:

1 I agree with Thanh's idea; the coming members are not selected by project manager. Some members are reassigned by their header of department, some are not active and motivated, even just treat meeting as a big party.

What I want to add here is that, the check of their email address and schedule for next week is useless, because the members' time cannot stand for the header of their departments.

2 The percentage of participation rate is very low, some are late and even absent, which is against on original aim of gathering fellow works,

Evaluate:

1) Meeting preparation

although the limitation of meeting location drive manager to hold meeting in cafeteria, the host should try to look for help from administration department. This initial meeting is really important, and it should be held under a formal way. The cafeteria is not the best, but it shows the flexibility and hard work from manager.

Meeting schedule is a bit weak, announcement in flipchart will be faded to email form, otherwise less manager would not miss the meeting.

2) meeting content

PM organize a good self-introduction, allowing members meet and know each other.

And PM focus on the importance of scope of project, encourage

them to discuss. However, in my opinion, when and where may be assigned into manager department, how much should be assigned into financial department, how should be assigned into technical department etc. so it is not efficient to throw the question to all members.

During the introduction, every member said their names and department where they come from, why not add a work and role what they are doing? if PM suggest that, it could avoid repeated work in assigning role to everyone.

Assessment:

1) Meeting preparation

Meeting is open as time under an adequate seats of capacity.

2) During the meeting

generally speaking, PM finished the aim of initial meeting, almost fellow works came, the atmosphere was good, and he focused on what he expected to say.

3) Establishing Ground rules

Brigg emphasizes the rules, which is important and necessary to pay more attention. Due to the limited meeting time, Brigg have to keep balance between rules and plan in future, as description in case, Brigg may should provide a clear routine about future plan.

What could she have done better?

1) Kickoff meeting location and schedule

Good idea from Xingwei and Thanh, administration department is a good choice.

In addition, Brigg should email meeting schedule prior to meeting, not just flipchart, and require main charger of each department would be more efficient to figure out future plan.

2) To increase the coherent in the team, it would be better

it's not easy to gather fellow from different department, so the main focus should be coordination between different departments. Other topics like rules could be read before or after the meeting

Regards,
Dezhen Zhang

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 1-----

----- due date 2.09

by [Hoang Thien Thanh Nguyen Mueller](#) - Friday, 2 September 2016, 1:39 AM

Hey guys,

Thanks everyone for contributing to the discussions. Reading your ideas and opinions, I'm really excited to see that it was a great job in applying the theory into elaborating the answer to this question! I think that we already have a very extensive answer for topic 1.

In order to close the discussion of Topic 1, there are 2 more tasks to do.

TASKS:

Everyone please do the following by Friday 02.09 night. (Topic 1 will be closed by then).

TASK 1: Please read TOPIC 1 INTERMEDIATE

SUMMARY carefully and let me know if I missed out any point that you made or anything you want to add.

Our report of question 1 will be based on this summary

TASK 2: Please briefly give your opinion about TO DISCUSS 1)

Kick-off meeting duration(see the end of the post)

Before diving to the summary, below are some points about our discussion:

- We agreed on almost every points. There is one more point of opposite opinions to discuss (followed up after the summary at the bottom of the post). It is nice that our ideas are supplemental to each other.
- Some of your opinions in *part B) Evaluate* fit better in *part C) Assess* and *D) What, if any, should she have done differently*. Therefore, I moved them to those parts accordingly.
- While summarising it, I also came up with some more ideas and added them to our summary as well.

TOPIC 1 INTERMEDIATE SUMMARY

A) Analyze

1) The project team members were not selected by the Project Manager. According to the personal introductions, not all of them are motivated or share the same vision/motivation to participate in this project.

This is an obstacle for the Briggs as a Project Manager to form a

high performance project team.

2) Not all of the team member have the same sense of importance for this project. Some came late and were absent without notice.

3) All team members are from different departments and have different schedule.

B) Evaluate

1) Meeting preparation

How well the kick-off meeting goes will have a big impact on how well the team will work together. Therefore, it is essential to put great amount of effort to make it successful.

What Briggs did:

- Contacted 14 team members by phone or email
- Organized an one hour meeting in the cafeteria
- Created a meeting schedule prior to the meeting
- Posted the meeting agenda adjacent to the meeting table (in the cafeteria)

2) During the meeting

For an one hour meeting, the PM should:

- a) review the scope of the project
- b) discuss how team was formed
- c) provide an opportunity for team members to introduce themselves.

What Brigg did

- a) Informed the team members about the scope of the project: when, where, what, who, how much.
- b) The team is made known that this task was assigned to 14 employees from major departments (summary of the meeting with Tubbs)
- c) Asked the team to introduce themselves after introducing herself.
- d) Assigned team members the task to brainstorm ideas from their colleagues about the party

3) Establishing Ground rules

The following major issues should be addressed:

- a) Planning decisions
- b) Tracking decisions
- c) Managing Change decisions
- d) Relationship decisions

What Brigg did:

- A small part of b) relating to meetings is discussed to find a time for subsequent meetings.

C) Assess

1) Meeting preparation

- The project plan was well prepared.
- The meeting location is not ideal. Cafeteria can be distracting and holding a meeting here could give team member a wrong impression of the importance of the project.

2) During the meeting

- In general, all the necessary points (listed in Evaluate) that the PM should cover in a one hour kick-off meeting, were addressed by Briggs.
- Time for introductions, which allows team members to get to know each other, was not well planned. Little time was invested into this.
- The introduction of the PM was not inspiring enough for other to follow.

3) Establishing ground rules

- This was a very short meeting, waiting 10 minutes for late comers was not a good decision as it could form an unprofessional habit in the group in subsequent meetings.
- It was good that a ground rule was established to start on time in subsequent meetings.
- Issue of absence was also emphasized. Team members were requested to inform Briggs in advance in case of absence.
- Briggs could not address the majority of the points to establish ground rules as time was very limited in this one hour meeting. Though she did address further steps to plan the meeting time and was willing to meet each team member individually to assign them a role.
- It is, however, not ideal to make these decisions individually.

D) What, if any, should she have done differently?

1) Select team members based on criteria

This could be done by

- Listing the criteria for selecting project members that have essential skills, experiences and time to participate in the project.

- Contacting the manager of each department to ask them to select a member that meets the requirements.
- collecting the selected team member's phone and email address before the first meeting.

2) To organize a better meeting location, Briggs could have asked administration department for help or considered booking a conference room at another venue e.g. in a hotel.

3) Meetings invitations could have been sent by emails in order for team members to confirm whether they could join the meeting.

4) It will be difficult to find a common meeting time if team members are asked for their free time. An option would be asking member to share access to their schedules using the company calendar tool to all team members. Plan a meeting time when the majority of team members are free. Others should reschedule their time around it. A weekly project meeting at the same place and time could be organised.

5) Team members should be informed more clearly about the meeting schedule by emails at least one day prior to the meeting.

6) To increase the coherent in the team, it would be better:

- to motivate the team to do well instead of warning them that "If we screw up everyone will know about it"
- To plan more time for introductions so that the team has the opportunity to get to know each other better.
- If the PM would have acted as a role model. She should have given a good introduction, not only about her background but also experiences, skills and preferences relating to organising and participating a party. This would encourage team members to open up and share their backgrounds and opinions.

7) If it is not possible to organize a longer project kick-off meetings, a separate follow up meeting could be scheduled only to discuss the important parts of the ground rules rather than mentioned it briefly and left unfinished in this kick-off meeting. This includes making decisions together with the team about their roles. Roles can be assigned based on team member's choices

and priorities.

TO DISCUSS:

We have two different opinions in the point below, which needs to be discussed.

1) Kick-off meeting duration

- Opinion 1: Xingwei pointed out that for the project of this important level, one hour for a kick-off meeting is not sufficient.
- Opinion 2: Daniel thinks that considering everyone's availability and time constraints to keep the meeting short was good.

Thanks for your hard work

Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)

<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 1-----

----- due date 2.09

by [Hoang Thien Thanh Nguyen Mueller](#) - Friday, 2 September 2016, 1:45 AM

TASK 2:

Here is my opinion to Kick-off meeting duration.

Li had a great idea to already taking control over the selection of team members. One of the criteria to become a project member is to have time to participate. Given that and the importance of this project, I agree with Xingwei, that one hour is too short. It would be good to schedule a longer meeting (maybe 1 or 2 days) for sufficient time to get to know each other and form a motivated high performance team from there.

Regards,

Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)

<http://moodle.telt.unsw.edu.au/user/view.php?id=2230841&course=23107>

Re: Project 3 -----TOPIC - 1-----

----- due date 2.09

by [Xingwei Chen](#) - Friday, 2 September 2016, 2:26 AM

Hi thanh,

You done a grest job. Thanks for your grand efforts. I had

scanned your post, it had included most of the point that we had discussed. I will post my views about the arguments which are located at the end of your post Tomorrow.

regards,
Xingwei

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2225873&course=23107>

Re: Project 3 -----TOPIC - 1----- **----- due date 2.09**

by [Li Yu](#) - Friday, 2 September 2016, 10:23 AM

Hi All ☐

I agree with @Xingwei's idea. The one hours Kick-off meeting is not enough for this kind of important project.

My reason:

During the meeting, Amber announced the task. She addressed that CEO expected the team to make a formal presentation to the top management within 10 weeks and this event cannot be screw up. They need more time to discuss this presentation and outline what kind of roles and responsibilities. This step will give everyone a brief view of all the roles and think about what responsibilities they can take before having the personal talk with Amber.

Cheers
Li

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2225873&course=23107>

Re: Project 3 -----TOPIC - 1----- **----- due date 2.09**

by [Li Yu](#) - Friday, 2 September 2016, 10:28 AM

Hi All ☐

I would like to add two points to D).

D) What, if any, should she have done differently?

8. Start meetings on time

Amber should "Start meetings on time regardless of whether

everyone is present.” (I found this rule on our textbook.)

9. Creating a shared vision

After the introduction of each, Amber should make a speech about creating an image a project team holds in common. No matter what reasons of each member for coming to this project, this vision need to inspire all members to give the best effort and let them fit in the team. Members who represent each department need to serve on this project from beginning to end.

Below is my reason for adding point 9.

As all members from multiple departments, their understanding of why, how and how successful this event need to by run are vary. During each member’s introduction, Amber could find:

- One member knew her strength and what can be contribute to the project
- One member knew how important this event is

However:

- One member didn’t know why he has been chosen
- One member came to the project for fun
- One member announced that he will be absent most of the month
- One member focus on his department’s job

So, I think creating a shared vision is essential.

Thanks for Thanh summary, you make our thoughts clearer.

Cheers

Li

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230044&course=23107>

Re: Project 3 -----TOPIC - 1----- ----- due date 2.09

by [Saurabh Daniel Samuel](#) - Friday, 2 September 2016, 12:19 PM

Hi All,

@Thanh: you are doing an amazing job as PM! way to go!

@ All: great ideas and view points. They helped me in correcting my views.

After going through all your points, here's my thoughts on what could have been done better:

1) I agree that the cafeteria, though deserted was not a good place to have a meeting. Especially the team's first meeting. This could cause the other team members to think that the project isn't all that important. Tubbs informs Briggs that he would help her in any way. She should have gone to him and asked for help arranging the meeting rooms.

2) Also, she could have held the meeting on another day. Looks to me like as soon as she got the list of names, she called them up and informed them of the day's meeting.

She could have kept the meeting the next day so that most people would have been informed well in advance. This would have also given her a better chance of finding a meeting room.

Regards,
Daniel

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230841&course=23107>

Re: Project 3 -----TOPIC - 1----- ----- due date 2.09

by [Xingwei Chen](#) - Friday, 2 September 2016, 7:28 PM

Hi guys,

I agree with daniel's point. Personally, the summarized answer for topic 1 was sufficient and complete.

@LI Li said the meeting should be starte'd on time, I disagree with this point. The reason is that generally there always be a buffer time for meeting or working. There could be some possible accidentally influence. For example, Maybe the department manager need a 10 minutes' short conversation with the employee, the could be 15 minutes 15 left before the meeting start. But actually the conversation talk maybe 15 minutes. So I think buffer time should be fine. 10 minutes seems a little bit long due to the whole of the meeting was too short.

More example:

Maybe salesman's customer asked more question than he excepted, hence he may late for 5 or 6 minutes. These things be considered.

I agree with Li's second view -- creating a shared vision. I think the reasons listed by Li was convinced.

Regards
Xingwei

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 1----- **----- due date 2.09**

by [Hoang Thien Thanh Nguyen Mueller](#) - Friday, 2 September 2016, 8:39 PM

Hi guys,

Thanks for your very active participations!

I agree with Li's and Daniel's opinions.

@Xingwei:

Here are the reasons why I agreed with Li.

In C) 3.

I have summarized our team's opinion that

This was a very short meeting, waiting 10 minutes for late comers was not a good decision as it could form an unprofessional habit in the group in subsequent meetings.

Daniel also made a clear explanation about this in his first answer on 31.08. Maybe, you want to have a look at that again as well?

Also, it is written in the text book that the meetings should be started on time regardless whether everyone is present (Chapter 11, p.387. 5th Edition).

If you still don't agree to that, I would be interested to know more of your reasons. Thanks .

@Li:

We categorized those points into what did not go well under C) but missed them in D). Thanks for the reminding.

@All

I have put the summary above into our report and added your new ideas. The new points are highlighted in light red. The points are sorted according to the order of the meeting process.

The link to the report can be found in Thread Project 3 - Draft Report.

Please review the report and let me know if there is anything to be corrected **under Thread Project 3 - Draft Report.**

Discussion of Topic 1 will be closed at 12 AM. We still have time

to add more of your opinions if there are still any lingering in your mind.

Thanks guys,
Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230869&course=23107>

Re: Project 3 -----TOPIC - 1----- **----- due date 2.09**

by [Yichen Zhu](#) - Friday, 2 September 2016, 9:02 PM

Thx for Li's view of improvements, I totally agree with her.

Also thx for Thanh's good work and you guys' view, we have successfully finished the 1st topic.

@Xingwei About your view of a buffer time should be given, considering the situation you have given, I don't think it could be a good idea.

1. Mostly PM would attend the meeting on time, otherwise his/her prestige would be damaged. A good PM must have good reputation to lead the team.

2. If buffer time is given, which means more important items will have less time to discuss, considering every member's time, better improving the time efficiency of the meeting.

3. Just as Li said before, in page 387 we can see these words: "• Start meetings on time regardless of whether everyone is present."

@Daniel About your view of holding meeting the next day, I agree that choosing the next day could bring more good, but I've read the case again and I found:

"Given everyone's busy schedules"

1. We can also see that Amber had phoned or emailed members and informed them the meeting hour. So there's no good reasons for them to absent from the meeting (they can negotiate with Amber earlier instead).

2. Moreover, starting project earlier could make members get their head start in the project earlier.

3. In text-book page 383, we can also read that the meeting can be remote, so if they were unable to come, they can still participate in.

Have a good weekend!

Yichen

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 2 ----- ----- due date 05.09

by [Hoang Thien Thanh Nguyen Mueller](#) - Friday, 2 September 2016, 8:53 PM

Hi team,

We have closed Topic 1 successfully on time. Thanks for all of your contribution!

As mentioned above, we still have some hours left if you want to add more of your ideas to Topic 1. **Please be careful and reply to the correct subject "Re: Project 3 -----TOPIC - 1----- due date 2.09"**

In my opinion, our answer for Topic 1 is very complete. Therefore, I don't want to keep you from starting to work on Topic 2 .
Let's start.

TOPIC 2: What barriers is she likely to encounter in completing this project?

Here is the format for Topic 2. Please post your ideas accordingly.

- 1) Barrier 1
 - Reason 1
 - Reason 2
 - ...

- 2) Barrier 2
 - Reason

Thanks, team!
Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 2 -----

----- **due date 05.09**

by [Hoang Thien Thanh Nguyen Mueller](#) - Friday, 2 September 2016, 8:53 PM

I will start with some ideas first...

Because the team was mixed together randomly, Briggs could encounter a number of challenges. Below are the possible challenges and their reasons.

1) Problem-solving ability

- Team members were not recruited based on their required capabilities for this project. Lacking of skilled team members can cause the project to be more likely to fail.

2) Availability

- The majority of the team members do not feel attached to this project and therefore will prioritize their time elsewhere.

3) Team identity

- In addition to the lack of availability, the members come from different departments and background. It could be hard to find a team identity that all team member can identify themselves with.

4) Creating a shared vision

- The lack of availability and motivations to participate the project will make it more difficult to find a shared vision.

Regards,
Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230869&course=23107>

Re: Project 3 -----TOPIC - 2-----

----- **due date 5.09**

by [Yichen Zhu](#) - Friday, 2 September 2016, 9:10 PM

Hey guys,

Since the 1st topic is closed, here's my views of topic2:

What barriers is she likely to encounter in completing this project?

I'd like to divide this question into three parts: The Amber himself, team members and CEO Tubbs

1.Amber

- 1). Not enough time and preparation for the meeting.
- 2). Lack sufficient explanation description of the meeting and project before the meeting.

2.Team members

- 1).Half of them be indifferent to the project and some of them did not attend the meeting.
- 2).They didn't have the shared the vision.
- 3).They lack the sense of responsibility, since they don't realise the importance of the project and some of them just for fun, others for duty.

3.CEO Tubbs

- 1).We can see from the case that Tubbs highly stressed the meeting must be significant and provided Amber a large amount of money which made the whole team feel stressed.
- 2).Tubbs provided the selection of team members, just as we discussed before, better selecting members truly Amber wants.

Hope you guys have better views.

Regards,

Yichen

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230869&course=23107>

Re: Project 3 -----TOPIC - 2 ----- ----- due date 05.09

by [Yichen Zhu](#) - Friday, 2 September 2016, 9:10 PM

Sorry Thanh, I didn't know you were editing topic-2 while I was editing the same thing. I'll adjust my version closely related to your standards.

Thanks for everyone's hard work and Thanh's lead. Let's start topic2.

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2183032&course=23107>

Re: Project 3 -----TOPIC - 2 ----- ----- due date 05.09

by [Dezhen Zhang](#) - Friday, 2 September 2016, 9:48 PM

hi teammates

in my opinion, the potential challenges that Briggs will meet are listed as following:

1) Schedule and coordination

- As we can see in the case, the PM collect all members' email address, however the coming participant could not stand for their header of departments, it is useless to record those email. On other way, PM should contact human resource to get all headers' email address.
- PM will check their time and coordinate one by one, it is not an efficient way.

2) Team aim

- PM spend a lot time on rules, however, the rules could be printed out prior days to meeting or distribute later. PM didn't focus on team's aim, everyone didn't familiar to what role they will play and what work they will deal.

Regards,
Dezhen Zhang

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230044&course=23107>

Re: Project 3 -----TOPIC - 2 ----- ----- due date 05.09

by [Saurabh Daniel Samuel](#) - Friday, 2 September 2016, 10:46 PM
Hi all,

Here's my thoughts on the second topic:

There are multiple possible barriers she could encounter.

The **people oriented barrier** would be:

1) 2 people were absent. This could be for various reasons. They may not have been interested, may have been held up with other more important things or they may have been on leave.

Whatever the case may be, to an extent we can infer that these two will not be very reliable in this project.

2) 2 were late, indicating that they have busy schedules and might not have enough

time to contribute to this project.

Abby was one of the 2. Since things are hectic at her department, it's safe to assume that this will be a common situation and she wouldn't want to play a major role in this project (if assigned)

3) Ingrid says she's excited but is unavailable next month. Being absent for a chunk of the time would mean that someone else would have to take up her responsibilities. We can see a possible storm brewing here.

4) Nick and Mike are the wildcards. Neither shows much interest or motivation to be a part of the project. But it's hard to say how they would be once the project commences.

The **team oriented barriers** could be:

1) Lack of full time involvement - as seen above, many people have other commitments and so they will be able to give only a part of their time towards this project.

2) co-location of members - since the team is comprised of people located at multiple locations/departments, it would be hard for them to get together and communicate, unless they get a dedicated room for the team

Personal agenda barrier

Since this is Brigg's first project which is right under the top management, it's a make or break situation for her. It's obvious that she will do everything within her power to have things turn out perfectly. This could include dictating over the others and having things go just the way she wants it.

Regards,
Daniel

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230869&course=23107>

Re: Project 3 -----TOPIC - 2 -----
----- due date 05.09

by [Yichen Zhu](#) - Saturday, 3 September 2016, 9:31 PM

Thx for Daniel detailed description of team members' barrier and team oriented barriers, I think these parts are excellent.

In the personal agenda barrier, I do agree your view. But I'm confused about the "Personal agenda barrier"□could you make a simple explain?

What's more,you said this is Brigg's first project, I haven't found any clue in the text-book. I only found she was a human resource specialists and had performed a variety of activities.

Hope to hear your reply soon.

Have a good weekends!

Yichen

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2182345&course=23107>

Re: Project 3 -----TOPIC - 2 ----- ----- due date 05.09

by [Shovon Pal](#) - Saturday, 3 September 2016, 9:58 PM

Hello team mates, here is my thoughts

I agree with Thien's idea, but i want to extend the ideas or the barriers they might face during the completion of the project.

1. The duties what would be going to be distributed not according to the skill sets of the team member. this might end up creating a disturbance in the compiling the work.

2. The members who were not present they had a shown lack of responsibility and if they had been put in a major role, there is a chance they would show that in the project.

3. There is a big chance of the lack of team coordination. They are from different departments so it's usual that they won't be known to each other that well. So while accomplishing the project, they would be initially lack of coordination and in a result delay in the project.

4. I dont agree with the idea of Dezhen in the schedule and coordination. Recording the mail contact would be an advantage.

5. There should have a common idea platform to share the project idea. They should have an extensive discussion about the project ideas.

Thanks people

regrds

Shovon

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230044&course=23107>

Re: Project 3 -----TOPIC - 2 -----
----- due date 05.09

by [Saurabh Daniel Samuel](#) - Saturday, 3 September 2016, 11:45 PM

Hi Yichen,

What i meant to say was that this is her first project in which she has direct visibility with the top management.

The following line is evidence for this:

"She was excited about the project because she would report directly to top management"

Page 410, 5th edition

I know it's not explicitly mentioned that it's her first such project, but that is what i was able to infer from the context.

Hope this helped.

Regards,
Daniel

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2225873&course=23107>

Re: Project 3 -----TOPIC - 2 -----
----- due date 05.09

by [Li Yu](#) - Sunday, 4 September 2016, 12:00 AM

Hi all

My idea about topic 2 is under below.

Cheers
Li

-
- 1) Assigning roles and responsibility properly
As this team is not recruited based on skill set:
 - Amber need time to talk with 14 members individually and discover their strength and experience to assign roles.
 - Some roles may be redundant and some roles may be lack of

the right person.

- There may be conflicts when assigning roles. Some members may negatively refuse the roles.

2) Availability (agree with 2) of @Thanh)

As these team members are volunteers of 14 departments, they have to give top priority to their own jobs.

- The schedule of the following meetings may still be uncertain or affected.

- Team members may not be fully involved in the entire project.

3) Satisfy both top management and employees

CEO wants this celebration to be the employee's event because this company just recovered from the dark days of the layoffs.

However this celebration is also a public event that must address the values at Kerzner and the success. If the final event all based on employees' decision and lack of sharing value, the top management won't feel satisfied as it beyond their expectations. How to balance the employees' and top management's needs to run this event may be a barrier.

4) Communicating efficiently

Since team members are all from 14 departments, they will be lack of daily face-to-face interactions. Comparing with team members sitting in a same department, this team is more likely to be lack of real-time communication. Except meetings, each piece of information need to be expressed by email or phone which may lead late response and misunderstanding.

5) Managing conflict within the project

As this celebration will be the employees' event, the representatives will present opinions from 14 departments. These opinions may be similar, different or contrary. This may lead to conflict within the project when making decisions.

6) Managing the real thoughts of employees

This event is for all the employees. All the representatives need to pass on the ideas and opinions from the employees of their departments.

- But some departments are busy and may not available to

discuss this event to show their thoughts.

- When conveying these ideas to this project, misunderstanding may happen.

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2182345&course=23107>

Re: Project 3 -----TOPIC - 2 ----- **----- due date 05.09**

by [Shovon Pal](#) - Sunday, 4 September 2016, 2:52 PM

Hello team mates, here is my thoughts

I agree with Thien's idea, but i want to extend the ideas or the barriers they might face during the completion of the project.

1. The duties what would be going to be distributed not according to the skill sets of the team member. this might end up creating a disturbance in the compiling the work.

2. The members who were not present they had a shown lack of responsibility and if they had been put in a major role, there is a chance they would show that in the project.

3. There is a big chance of the lack of team coordination. They are from different departments so it's usual that they won't be known to each other that well. So while accomplishing the project, they would be initially lack of coordination and in a result delay in the project.

4. I don't agree with the idea of Dezhen in the schedule and coordination. Recording the mail contact would be an advantage.

5. There should have a common idea platform to share the project idea. They should have an extensive discussion about the project ideas.

Thanks people

regards

Shovon

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2182345&course=23107>

Re: Project 3 -----TOPIC - 2 ----- **----- due date 05.09**

by [Shovon Pal](#) - Sunday, 4 September 2016, 3:03 PM

Hi Li

I am just a bit confused about your points in section 3. Did you mean to express that the level of expectations from the both of the sides of management and the workers. I guess this might not be a possible barrier for accomplishing the project. The key performance indicator would be here is to finish the each of the duties in the correct time frame directed by the project manager. Thank you

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230869&course=23107>

Re: Project 3 -----TOPIC - 2 ----- **----- due date 05.09**

by [Yichen Zhu](#) - Sunday, 4 September 2016, 6:49 PM

@**Daniel** Thank you for your reply, I get it now.

@**Shovon & Li**, Personally, I agree with Li's view of section 3.

Li expressed an excellent view of raising the event expectation not only for employees but also for managers. We can see from the case that top managers wanted this event to satisfy employees and fulfill the company culture. At the same time, the project must be "Employee's event", which is to say employees should benefit from the event. This project is started by top managements, for celebrating the achievements, and both companies and employees will benefit from the event. That's why the raising event expectation is so important.

Hope you guys have better understand.

Regards,

Yichen

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230841&course=23107>

Re: Project 3 -----TOPIC - 2 ----- **----- due date 05.09**

by [Xingwei Chen](#) - Sunday, 4 September 2016, 10:48 PM

Hi guys,

Following are my views on the second topic:

1) It will be difficult to keep team member informed on how the overall project is going.

Reason_1: Ingrid Hedstrom said he will be out of the country for most of the next month."

Reason_2: Things are a bit crazy in his department, which imply he had a really busy schedule.

Reason_3: Nearly one third team member absent for the first meeting.

2) Some team member might be vanish, the reason is similarly with the above.

3) The deadline might be put off.

Most of the team members seems have a busy schedule which means the completeness of tasks would be frequently influenced. Especially in engineering and marketing department. Due to their busy schedule, the respond they make might be delay and the quality might be decreased.

4) It's difficult to conform to everyone to one schedule. On other words, it's not easy to organize a meeting and share ideas.

5) There might be a large number of conflict not only about the schedule, but also about the views about the problem they meet during the implement.

They come from different background, which means they had a different value system. To be succinct, the person come from engineering department would have a totally different think pattern with the guy come from marketing. The marketing guy might be romantic and the engineer seems to be more logical.

6) The budget might be too tight.

During the meeting, Megan had quipped with the budget, he said 'This is going to be one hell of a party'. Personally, I agree with him, 150,000 to hold a party for more than 1100 people. In average, everyone will have only 130 AUD, remove the rent for equipment, venue and many other things, this will be much more less than 130 AUD. So I think it won't be enough for a company who is known as a lead in the industry.

Regards,
Xingwei

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 2 -----

----- due date 05.09

by [Hoang Thien Thanh Nguyen Mueller](#) - Monday, 5 September 2016, 2:18 AM

Hi guys,

I have some feedbacks and questions about our discussion .

@Yichen:

About opening topic 2:

It was really nice that you actively got involved in opening topic 2 and didn't wait for me, when we could see that we were done with topic 1. Thanks! Xingwei did it as well for topic 1.

It's motivating to have active team members like you guys. What I try to do to avoid having duplicated topic is to open the discussion in another browser tab and refresh it to see if there is new topic before I post a new one.

About your ideas regarding to topic 2:

I agree with all of your points in part 2. Team members and part 3.2 (CEO Tubbs). Our ideas (mine were posted in my previous post) are similar.

I would like to have a better understanding of the following points.

1.1) I can't find it in the text book that Amber didn't have enough time for preparation. It was her choice when to held the meeting. I don't see it as a barrier and don't understand the reason.

1.2) Did you mean Tubbs didn't provide enough information about the project? If you were talking about her action, then I don't understand why it is a barrier. I understand barriers as something external and not that person's choice.

3.1) Also I would like to know some backup information of this. Why do you think the team feel stressed? And why would it be a barrier?

Would you be able to explain it to me? Thanks!

Btw, your explanation addressed to Shovon and Li (on 4th of Sunday) makes it every clear!

@Dezhen:

1) I agree it is not efficient for PM to check the time of the team members individually to coordinate. Though it was Briggs' choice to do so (as mentioned to Yichen above, I understand barriers as

some obstacles, if it is one person's choice, I can't see why that would be an obstacle to her).

I also don't understand this part "*the coming participant could not stand for their header of departments, it is useless to record those email.*". Do you mean that it is not necessary to collect the team members' emails as they are not the head of their departments? Would you be able to explain more why it's better to collect the emails of the departments's heads instead?

2) I agree that in this case it is not clear to the team what their roles and responsibilities are.

However, as we discussed in question 1 and also from the text book that rules should be discussed and make known to the team in the kick-off meeting. They shouldn't be decided by the PM only and not prior to the meeting.

@Daniel:

The way you structured the barriers is very clear. I think in our final answer, we can categorize the points into different parts like you did as well. Your ideas are also supported by examples. Thumbs up!

@Shovon:

You made a very good point to have a common platform to communicate amongst project members (Point 5)

I also agree with point 2).

I can't understand point 1 clearly. According to the text book, the duties/roles have not been assigned yet. Would you explain it to me why they "*would going to be distributed not according to the skill sets of the team members*"?

@Li

You have added very interesting points to our discussion. I think you have a very interesting view (it's also visible in Topic 1). I like the way you structured your answers, from general to specific details. Very easy to understand. Awesome! I agree to all of them.

@Xingwei:

1), 4) Your first point and 4th point are similar to Li's and mine under Availability. You added good examples are added to support the points though.

3) Missing the deadline could be the effect of the barriers right? It is not a barrier in my point of view.

5) If I understand it correctly, this is similar to Li's 5) point. Your explanation is very detailed.

6) I understand this one totally the other way around. I think Megan meant that it would be an overpaid party. The budget is really high for the party. I understand it like that just by reading the text book, I don't have any references how a party costs.

Team, what is your opinion to this?

One more possible barrier I would like to add after reading your answers is:

5) Briggs' lack of Project Management skill experience:
Briggs has been involving in recruitment, training, compensation and team building activities. It was not mentioned that she has experiences in project management.
Lacking of skills on management and leadership would be a huge barrier for her to achieve this project success.

Thanks all for the interesting discussion! I will make a summary of all the points we have so far tomorrow and we can discuss more from that.

Cheers,
Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2182345&course=23107>

Re: Project 3 -----TOPIC - 2 -----
----- due date 05.09

by [Shovon Pal](#) - Monday, 5 September 2016, 8:52 AM

Hello All team members,

Good morning

For discussion what we had in the topic 2 is turning out to be a

very effective one and we are going pretty much good and we are ahead of the time. it is a good sign .

One suggestion i want to make here that, for the purpose of the topic 2 discussion . That will be solely based for the purpose of report purpose. The topic 2 discuss more about the potential barriers. We can make a fish bone diagram for this topic which will make a better sense. I am putting one example here. If you people agree then i would put one . And are you all coming to lecture tonight?

Regards

Shovon

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2182345&course=23107>

Re: Project 3 -----TOPIC - 2 -----

----- due date 05.09

by [Shovon Pal](#) - Monday, 5 September 2016, 8:58 AM

@Xingwei

I do agree with most of your points rather than the point discussed in the section 3 about the budget.

The most potential barrier accomplishing this project seems to be getting all the team members in the boat and kick off asap. As it shows in the case that the team members are more scattered and not focused about the motivation or importance of its only the PM is the exception here.

So i leave the idea for the team whether to get accepted or not.

Thank you

Shovon

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230869&course=23107>

Re: Project 3 -----TOPIC - 2 -----

----- due date 05.09

by [Yichen Zhu](#) - Monday, 5 September 2016, 10:56 AM

@Thanh

Here's the explain of my view.

1.1) Not enough time and preparation for the meeting.

I may have not clearly explain this view, what I mean time and preparation is the meeting time and meeting preparation.

I. According to the case, text-book and our discussion, 1 hour is not enough to hold a good kick-off meeting.

II. About the lack of preparation, I mean it can also attribute to her poor experience in managing. We can see in the 1 hour meeting, the agenda is not well set, more essential items should be given more time. That's why the preparation is not enough.

1.2) Lack sufficient description of the meeting and project before the meeting.

What I want to say is that in the Email or phone, while announcing the meeting time to members, Amber shall also briefly describe the meeting and the importance of project.

3.1) We can see from the case that Tubbs highly stressed the meeting must be significant and provided Amber a large amount of money which made the whole team feel stressed.

We can see when the project is assigned to Amber, top management has high expectation on Amber. In the meeting, Amber stressed the project foundation is large, which is to emphasize the importance of the project. I think these movements can cause some stress. As a matter of fact, I consider it not a barrier now

Hope you have better understanding.

Regards

Yichen

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230841&course=23107>

Re: Project 3 -----TOPIC - 2 ----- ----- due date 05.09

by [Xingwei Chen](#) - Monday, 5 September 2016, 11:50 AM

Hi guys,

@ **thanh and shovon**

Thanks for your feedback. I agree with your opinion, whether the budget was enough or short is a point need to be consider further.

Thanks for Thanh's summary for Topic 2. I thought they are reasonable.

regard,

Xingwei

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 2 ----- **----- due date 05.09**

by [Hoang Thien Thanh Nguyen Mueller](#) - Monday, 5 September 2016, 4:31 PM

Hi everyone,

We are about to complete Topic 2 .

Below is the first draft of our answer to Topic 2.

We have a lot of similar points of views but phrased in different ways. I tried to put them together and hope that I didn't miss anyone ideas.

Please review let me know by today 10 PM if that the case so I can add it in there as well.

I have also already added the draft in the report.

@ Yichen:

Thanks for your explanations, I understand what you meant now .

@Shovon:

It was a good idea with the fish bone diagram. A picture or two would make our report more engaging and clearer. Whereas, I think it could be messy if we try to add all the details to it.

My idea is to have a fish bone diagram as an overview that includes only these **4 categories** that contribute to a project's failure.

- Personal oriented barriers
- Top-management oriented barriers
- Individual oriented barriers
- Team oriented barriers

Would you be able to adapt your diagram as described

above? I have reserved a space for you diagram in the report .

Thanks Shovon!

TOPIC 2 INTERMEDIATE SUMMARY

A) Personal oriented barriers

In this category, we considered the internal barriers from the Project Manager, Amber Briggs, herself.

1 Project management experiences

Briggs has been involving in recruitment, training, compensation and team building activities. It was not mentioned that she has experiences in project management. Lack of skills on management and leadership would be a huge barrier for her to complete the project successfully.

2 Pressure from top management Since Briggs was really excited to perform this project as she could report directly to top-management, we could infer that this is her first project of the kind. This could be a motivation or a pressure that would affect her decisions for the project.

B) Top-management oriented barriers

1 Different expectations

The CEO wants this celebration to be the employee's event.

However, this celebration is also a public event that represents the company's reputation. Finding a good balance that meets both top-management and employees' expectations will present a certain difficulty for the PM.

2 Overcommitment Although, it was said to be an employee event, the top-management team seemed to get too much involved into decisions instead of leaving some flexibilities to the PM to make decisions in her expertise. We can see that in the following examples:

- Fourteen team members were pre-assigned to the PM prior to the project.
- Briggs was asked to draft a plan and a budget. At the same time, the CEO Tubbs also informed a predefined budget of \$150'000.

C) Individual oriented barriers

This category includes barriers that some team members may cause.

1 Problem-solving ability

Team members were not recruited based on their required capabilities for this project. Lacking of skills, it will require a lot of team member's effort to fulfill their tasks.

2 Availability The majority of the team members do not feel

attached to this project and therefore will prioritize elsewhere.

- Two of the team members were late, indicating that they have busy schedules. Abby was one of the two. According to her introduction things are hectic at her department.
- One of the team member, Ingrid, will mostly unavailable next month.

3 Lack of responsibility

Unreliable team members might neglect their tasks and be more likely a burden for the team. From the following example, there is a possibility that the team will have to deal with this situation in the future.

- Two team members were absent without notice at the kick-off meetings.

D) Team oriented barriers

In this category, we discuss about the barriers of the team which is observed as one single unit.

1 Diverse backgrounds

In addition to the lack of availability, the team members come from different departments and backgrounds. It could be a barrier for the whole team to define a common team identity that everyone can feel identified with.

2 Communication

As team members do not share the same office location and due to the lack of a common communication platform and a dedicated team room, establishing an active communication environment within the team will be a challenging task for the PM.

3 Assignment of project roles

Due to the suboptimal recruitment progress, role assignment progress will be challenging. Some roles may be redundant and and some missing.

4. Conflicts management within the project team

As this will be an employee's event, the representatives of each department will present opinions of fourteen different

departments. Contrary opinions and preferences may lead to conflicts in decision making progress.

Thanks,
Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2182345&course=23107>

Re: Project 3 -----TOPIC - 2 ----- ----- due date 05.09

by [Shovon Pal](#) - Monday, 5 September 2016, 7:52 PM

Hello Tanah

I can draw the fish bone diagram and it wont be hard task. Buti want to write Probable Interpersonal conflict instead of Personal oriented barriers

I am so much stressed about my thesis, although i will make it possible by tonight. No worries.

And for the explanation in the topic 2, It shows all the aspects we covered. It is perfect. thanks tanah for compiling all of the parts Kudos to all team members for a great participation effort

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 2 ----- ----- due date 05.09

by [Hoang Thien Thanh Nguyen Mueller](#) - Monday, 5 September 2016, 9:17 PM

Hi Shovon,

Lots of thanks or your effort .

Regarding to your suggestion to change 'Personal oriented barriers' to 'Probable Interpersonal conflict' :

In the 'Personal oriented barriers' we talked about the obstacles that **come from the Project Manager, Amber Briggs, only.**

Interpersonal conflict is described under category D point 4 (Team Oriented Barriers, 4. Conflicts management within the project team). Therefore, interpersonal conflict belongs to a sub-point and

is not a category itself.

Is the short description under 'Personal oriented barriers' not understandable enough? Please let me know if that's the case, so I can try to phrase it differently.

Therefore, it would be good, if we only illustrate the 4 categories in the fishbone diagram as an overview.

Do you agree?

Good luck with your thesis!

Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2225873&course=23107>

Re: Project 3 -----TOPIC - 2 ----- **----- due date 05.09**

by [Li Yu](#) - Monday, 5 September 2016, 9:49 PM

Hi Thanh

Thanks for the detailed summary. We had a very broad view to analysis this topic. However you organized the final output very reasonable. Integrating our opinions into four parts makes the answer well organized. I really appreciate your effort as it is not an easy job. Thank you again!

Cheers

Li

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230841&course=23107>

Re: Project 3 -----TOPIC - 2 ----- **----- due date 05.09**

by [Xingwei Chen](#) - Monday, 5 September 2016, 10:03 PM

Hi Thanh,

Thanks for your splendid work. I have some ideas might can make an improvement.

I think the Diverse backgrounds seems to be subclass of the 'conflicts management within the project team' or one of the major cause to the 'conflicts'. So in my personal opinion it will be better to change the D-1 to define a common team identity.

Regards,
Xingwei

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2183032&course=23107>

Re: Project 3 -----TOPIC - 2 ----- ----- due date 05.09

by [Dezhen Zhang](#) - Monday, 5 September 2016, 10:59 PM

hi Shovon Pal

my friend

thank you for you advise, i think I explain my idea mistakenly,
what I mean schedule and coordination is that email one by one is
not efficient. i suggest gather the people together and allow them
discuss time directly. otherwise i didn't mean e-mail was not
good.

regards

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2183032&course=23107>

Re: Project 3 -----TOPIC - 2 ----- ----- due date 05.09

by [Dezhen Zhang](#) - Monday, 5 September 2016, 11:09 PM

hi Thanh

thank you for your detailed summary.

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 2 ----- ----- due date 05.09

by [Hoang Thien Thanh Nguyen Mueller](#) - Monday, 5 September
2016, 11:31 PM

Hi all,

I appreciate your on-time feedbacks! As we need to finalize Topic
2 in order to start discussion Topic 3. They are closely related to
each other.

@Xingwei:

Good catch, I changed it directly in the report according to your
suggestion. Thanks!

Topic 2 discussion is now closed!

Thanks for your active participation so that we can close Topic 2 on time .

Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 3 ----- ----- due date 08.09

by [Hoang Thien Thanh Nguyen Mueller](#) - Monday, 5 September 2016, 11:59 PM

Hi team,

Topic 2 is closed successfully! Awesome team work. Let's tackle the next one together .

TOPIC 3: What can she do to overcome these barriers?(Recommendation is to put it in a table – barriers/solutions)

I have a prepared a table for our answer which looks as follows (can be found in the report under Topic 3)

Here is the format for the discussion of Topic 3. Please fill in your solutions to each point using this format.

A) Personal oriented barriers

1 Project management experiences

1 Solution 1

2 Solution 2

3 ...

2 Pressure from top management

1 Solution 1

2 Solution 2

3 ...

B) Top-management oriented barriers

- 1 Different expectations
- 2 Overcommitment
- C) Individual oriented barriers
 - 1 Problem-solving ability
 - 2 Availability
 - 3 Lack of responsibility
- D) Team oriented barriers
 - 1 Team identity
 - 2 Communication
 - 3 Assignment of project roles
 - 4 Conflicts management within the project team

My answer will follow up soon.
Happy discussing .
Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230841&course=23107>

Re: Project 3 -----TOPIC - 3 ----- **----- due date 08.09**

by [Xingwei Chen](#) - Tuesday, 6 September 2016, 12:20 AM

Hi guys,

Following are my views about topic 3:

A) Personal oriented barriers

1. Project management experiences

Solution:

In my personal opinion, the leadership could not be enhanced immediately. Similarly, the skills on management could not be improved in a short time. So a practicable way to solve this problem is ask David Brown for some advice. When she need to make a significant decision or need to solve some thorny conflict. As a vice president of human resources should be sophisticated in this field. Establish clear norms and protocols for surfacing assumptions and conflicts is also a good way to help her to response quickly and correctly when possible problem comes. Another solution for this barrier is that, she could let the team member order suggestion to her when her conduct seems not reasonable. Share the pain is a good way to guarantee this. In addition, she should read a large number of paper about enhance

management and leadership.

2. Pressure from top management

The solution to this barrier is similarly with the first one.

B) Top-management oriented barriers

1. Different expectations

According to this problem, my suggestion is gave up some inessential criteria. To be succinct, sorting the requirement.

I think Briggs should focus on employees' expectations. First of all, the CEO give the criteria which require her to design this celebration to be employees' event. So I think employees' expectation should be put at the first level. Subsequently, she should focus on company's reputation. Try to hold a celebration party that can enhance the reputation of the company. Finally, if she complete the above two criteria, it would be fine for her to miss some of CEO's expectations.

2. Over commitment

To solve this problem, Briggs have a communication with the top-manager. I think the Justin Tubbs is a person willing to accept suggestions and make changes. (We might can get this information from what Justin Tubbs did to lead the company achieving success)

C) Individual oriented barriers

1. Problem-solving ability

Solution:

I had reviews the chapter 11th of the textbook, I found that generally this barriers should be considered when project managers choose members for their team. In my personal opinion, she could talk about the team member, comprehend what they be expert in. Then ask the David for the manual labor to improve and perfect her team. I think the start point for the CEO to choose the employees from every department is that he wants every departments' expectation could be express to the project team. I think Briggs could talk to the top-manager to reduce the redundancy labor in her team, and guarantee keep looking for any requirements from every departments.

2. Availability

The solution for this problem is similar with the above one. Here are some other response she can made to solve this problem

Solution_1:

I think Briggs should communicate with CEO about the problem. It essentially to guarantee the team have enough time spend on the project. What's more, it is important to keep the team members informed on how the overall project is going, so team members could not vanished during the project.

Solution_2:

Summary the progress regularly, sending the summary email to the team members to call their attention to this project.

3.Lack of responsibility

Some solution of first and second barrier in this part can be used in this barrier. Something to supplement:

Briggs need reminder the team members when they are lack of responsibility. If they didn't make changes, she could remove the person from the projects to let the remaining people know the importance to have the responsibility for this project.

D) Team oriented barriers

1.Team identity

Use the meeting and forum effectively, confirm a concrete team identity through communicating project information.

Establish a rooms for common meeting place and store the most significant project documentation. Which will let the team members work together as much as possible.

Create a project team name, and some else to make team specific, on other words, create 'team culture' for the team.

2.Communication

As team members do not share the same office location and due to the lack of a common communication platform and a dedicated team room, establishing an active communication environment within the team will be a challenging task for the PM.

To solve the problem about lack of a common communication platform and dedicated team room, they could use email or some socialize application like Facebook or Wechat, and hold some short meeting on line.

3.Assignment of project roles

Establish a code of conduct to avoid redundancy works. They could share the work on a platform and team members could know the results of each other. This could be one of the solution. Another solution is that share the project plan then every member could know what need to do in this phase. What's more, they

could know the adjustment about the plan immediately.

4. Conflicts management within the project team

- 1 Encourage the functional conflicts, for example those activities or equipment that the party need to have but did not have yet.
- 2 Reasoning and persuasion the participator of the conflicts, evaluate the conflicts asked remaining members views, then suggesting alternatives for them.
- 3 Asking for every member's ideas and imposes a reasonable solution for the conflict.
- 4 Smoothing over differences or interjecting humor to reduce the intensity of the conflicts.
- 5 If the conflict could not be tolerated, Briggs could remove the person from the projects.

Regards,
Xingwei

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2182345&course=23107>

Re: Project 3 -----TOPIC - 3 ----- ----- due date 08.09

by [Shovon Pal](#) - Tuesday, 6 September 2016, 11:53 AM

Hello Tanah could you please post the doc file of the table so we can even use that format to submit the work
thank you

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230869&course=23107>

Re: Project 3 -----TOPIC - 3 ----- ----- due date 08.09

by [Yichen Zhu](#) - Tuesday, 6 September 2016, 12:20 PM

Hey guys,
Thx for Xingwei's view, some of my views are the same with Xingwei, I'll talk about my different views and integrate both of our views.

A) Personal oriented barriers

1. Project management experiences

Solution1: Just as Xingwei said, asking others(David Brown) who are experienced for some advice and receiving team members' suggestions.

Solution2: I think Briggs should quickly build leadership in the team. A good leader should objectively and kindly react to members' mistakes, and thereby building strong relationship with the team. For example, Briggs shall fine those late for meeting and absent memebtrs. By building leadship, team members' are more willing to follow leaders, which makes the managing more easily.

2.Pressure from top management

Solution1: Xingwei mentioned can do as the way to solve project management experices barriers.

Solution2:I think negotiating and communicating with top management can also help.

Because Briggs will understand the top management's expectations. As we all know, the requirements are changing overtime during a project, therefore, negotiating with top managements is very essential. They must know you are working hard while the goal is still beyond the reach, they may change some features and give you some help.

B) Top-management oriented barriers

1.Different expectations

In this part, my view is different from Xingwei's, so I answer this question like this:

Xingwei's Solution: Giving up some inessential criteria and Briggs should focus on employees' expectations.

My Solution:I agree his idea that gave up some inessential criteria. But I don't approve miss top management's expectation.

I think a better way is to collect employees' suggestions and requirements, and negotiating with top-manager. Be a communicating bridge between employees and top managements.

As we read from the case, the top managements' starting point is to let employees enjoy the party, cheer all the stuff up and strength company culture. For employees, the main requirement

is to be satisfied with the celebration. For top managements, their main requirements is more than the employees want, a good company culture can strengthen employees' loyalty to the company. Top managements can also directly interfere with the project if they want. All in all, both of their requirements are quite essential to the project.

2. Over commitment

Solution: Xingwei's view is to communicate with top-manager. I agree with him and I haven't found better ways.

C) Individual oriented barriers

1. Problem-solving ability

Solution: Xingwei's view is very detailed in selecting the team members. I think if necessary, Briggs can ask top-manager for recruiting more special members.

2. Availability

I have nothing to add in this part. I totally agree with Xingwei's two solutions, but I think his solutions can be integrated into 1.

Solution:

Communicating with CEO and summarizing the progress regularly and email the summary to team members to draw their attention.

3. Lack of responsibility

My view is different from Xingwei.

His solution is to remind them or remove them if necessary, and implement some solutions from first and second barrier.

My solution:

I agree to remind them their responsibility. A good pm should be able to inspire the working enthusiasm, encourage the hard work and awarding the achievements. But I don't consider removing employees a good solution. I'd rather replace them, assigning them another work and ask for recruiting better person. Directly firing someone from the project may have negative impact on the project.

D) Team oriented barriers

1. Team identity

Xingwei's solution is detailed and reasonable in this part.

2.Communication

I approve of using social media, but I also want to say that normally a company has its own managing software with high security for employees to communication. I think this software is better.

3.Assignment of project roles

I agree of Establish a code of conduct and share the project plan. And I also want to add this:

Solution:

The assignment should base on members' speciality, they can recommend each other to positions and assignments.

4.Conflicts management within the project team

I think Xingwei has made excellent work in this part, I don't see any problems.

Thank you guys, here's my view.
Hope you guys have better views.
Regards,
Yichen

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 3 ----- ----- due date 08.09

by [Hoang Thien Thanh Nguyen Mueller](#) - Tuesday, 6 September 2016, 12:36 PM

Hi Shovon,

The table can be found **in our draft report under Topic 3**. I mentioned it in the initial post of Topic 3. You might have missed it in this forest of text .

The link to the report can be found in the thread "Project 3 - Draft Report". Where we continuously review our report.

<http://moodle.telt.unsw.edu.au/mod/forum/discuss.php?d=431895>

You can either use the table or the format I provided above. They have the same structure.

Thanks,
Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230044&course=23107>

Re: Project 3 -----TOPIC - 3 ----- **----- due date 08.09**

by [Saurabh Daniel Samuel](#) - Tuesday, 6 September 2016, 12:46 PM

Hi Team,

Excellent job on the previous topic.

And i see that topic 3 has started off well. You guys have covered most of the points and my opinions are pretty much the same as yours.

Here are my thoughts on of the of barriers:
Individual Oriented barriers:

Lack of responsibility:

- 1) Briggs should lead by example. As she's the project manager, everyone would look up to her and model her behaviour. Maybe, seeing how hard she's working, the others might get inspired and start working hard as well.
- 2) If the team members are still not showing interest and not taking up their job seriously, she should get strict and remind them of the company procedures and policies that they need to follow.
- 3) She could also have a private meeting with the employees to know what problems they are facing and why they are behaving this way. She should explain to them what kind of impact their irresponsibility has on the team and the project.
- 4) Last option would be to let them go and request for a new resource.

Availability:

- 1) This would require a lot of planning and scheduling. She needs to know to project requirements and based on team's availability, assign them the roles.
- 2) She should find out what interests them and allocate that task to them. So when people are involved for personal reasons, they would devote more of their time towards this.
- 3) She also could delegate the work of the unavailable people to

the ones present. And when they return, that person would have to take up a little bit more load.

4) if a member is too busy and unavailable for prolonged periods of time, then she should consider get someone else.

Regards,
Daniel

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2225873&course=23107>

Re: Project 3 -----TOPIC - 3 ----- ----- due date 08.09

by [Li Yu](#) - Tuesday, 6 September 2016, 2:18 PM

Hi All

Great opinions for topic3 ! I got inspiration from the discuss of our team.

Below is part of my opinion of topic3. (My ideas are quite a lot. I will finish them later.)

Cheers

Li

A) Personal oriented barriers

Project management experiences

Since Amber's is lack of project management experience, she must enhance her knowledge of how to run this project successfully in a short time.

Solution 1: Learning from related projects

Amber should find numbers of related Project reports to study. Learn responsibility assignment and project process from similar projects. Try to summarize the mistakes these projects have been made. If necessary, Amber should consult that PM about the project detail face-to-face, which will be more efficient.

Solution 2: Taking advantage from her job

As a human resource specialist, Amber's daily duty in her department is to run training. If there is any training about project management and leadership in her company, she should join to

learn.

Solution 3: Seeking help

As the CEO promised Amber to offer help in any way he could to make the event a success, Amber can submit a request about training her team to be more professional. These trainings also including project management and leadership.

Pressure from top management

Solution 1: Prepare well when giving any report of the project.

Solution 2: Let the top-management hear employees' real voice by inviting them to present some meetings.

B) Top-management oriented barriers

Different expectations

Solution 1 □ Report regularly

Letting top-management follows up the project progress and decision making progress will be helpful to find or avoid different expectations.

Send weekly progress reports to top-management and the team.

CC each meeting minutes to top-management.

Solution 2: Communicate with top-management regularly

Invite top-management to present the group meeting. Let them to hear the real voice of employees and give their feedback. Try to make both understand each side.

Solution3: (Highly agree with @Xingwei) "Give up some inessential criteria. To be succinct, sorting the requirement."

Overcommitment

(I haven't figure out this part)

C) Individual oriented barriers

Problem-solving ability

Solution 1: Seek training (similar solution with A) Solution3)

As the CEO promised Amber to offer help in any way he could to make the event a success, Amber can submit a request about training her team to be more professional.

Solution 2: Seeking professionals

Seek inside or hire outside company some professionals for the key roles if the team cannot find the proper team members to assign these roles. Get the right person to do for the project.

Availability

Solution 1: Establish the ground rules of this team.

Solution 2: Create detailed project documentation

If some members cannot be available for a short period, these documents could help them catch up this the progress.

Solution 2: Change team members

This project just began. If necessary, unavailable team members who are hard to provide service to the team could be change. And it is better to change at the beginning than the middle.

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2183032&course=23107>

Re: Project 3 -----TOPIC - 3 ----- ----- due date 08.09

by [Dezhen Zhang](#) - Tuesday, 6 September 2016, 4:49 PM

Hi teammates

I have read your ideas, and I am surprised Xingwei Chen have offered a detailed solution, and other guys add extra ideas to make solution perfect already.

So the following is my additional idea, hope it is helpful.

A) Personal oriented barriers

1. Project management experiences

Solution:

(A) According to advise from Xingwei Chen, the leadership and skills in management cannot be improved in a short time, so the Briggs should ask David Brown for some advices, because David Brown have rich experience in human resource management. In addition, my extra advice here is that Briggs could ask for top manager's help to assign a secretary who have experience in related project, or refer a consultant who have background of human resource and skills to enhance teamwork. As we know the David may have his own task, it's no convenient to ask for help frequently, so the best way is to assign a stuff to help him. In practice, it' common to borrow a stuff into another department for a project in short time.

(B) I agree with Li's advice, Briggs could read previous related project to familiar with process and skills in coming task.

What I want add here is to combine self-reading and discuss

together, which means the Briggs can read the previous related project first and ask the person who was charged with that task, and plan a short discussion to ask for help. It will be more efficient to learn skill in short time.

(C) In a long term, PM can apply for further training and off-work course to learn more about management and skill in handling teamwork.

(D) In my opinion, PM could figure out the teammates who have experience in related project, and then in each process, they can have a meeting to discuss the problem in team including lack for integrity, leadership, managing skills. In that way, PM could -self-check his work in team and improve quickly.

2. Pressure from top management

(A) on of the most important part is to meet top manager's expectation. In practice, the Briggs may not finish all the task that manager expected or make all parts satisfied by top manager, so the useful strategy is to figure out the expectation rank. So the PM can find more time to discuss with manager and let top manager keep in touch the process or project. In above, the PM should be active and reactive towards to top manger's advices.

(B) The second is to ask for help without hesitation, PM will suffer pressure when ask top manager to assign a secretary or borrow sophisticated stuff, however, suffering pressure is better rather than ruin the task.

B) Top-management oriented barriers

1 Different expectation between top manager and Briggs

According to the advices from Xingwei and Yicheng, I disagree Xingwei's advice, when it comes to different expectation with top manager, it's better to persuade top manager to change the expectation or make a comprise before giving up some inessential criteria, because when we finish the task, top manager is authorized to decide good or not, obviously the top manager will evaluate with his expectation, so we cannot escape and cheat on him.

2 Different expectations between top manager and teammates

In my opinion, Briggs is not just commutator for top manager and teammates, but also he plays a role as a filter, for instance, when it comes to first meeting for celebration, the focus should on teammates, ask their advices. Then Briggs could filter the

reasonable one and transfer the information to top manager. Otherwise, Briggs can discard the unreasonable requirement from teammates. Especially in company's rule, Briggs could guarantee the rules strictly in first, for example, the absent teammates and late ones could be paid more attention to stop it happening again.

3. Over commitment

It is hard to keep words match with action, so Brigg could estimate the range of difficult in project before making commitment. Once the goal and comprise cannot finish, Briggs could inform and explain early and rethink the reason why it is failed.

C) Individual oriented barriers

1. Problem-solving ability

Solution:

(A) I can see the strategy which ask for members' expectation first, however I don't disagree to put it first. The key point to evaluate the ability of a stuff is experience, so in my opinion I will prefer the stuff who has rich experience in related project, and when it comes to flexible work position and tough position, I will prefer who are engaged and expected to do the job.

So this is the point I disagree Xingwei and Yicheng's advise.

(B) training is also an effective way to improve personal ability, however in this project, Briggs only have several weeks to finish, Briggs may take short course to train the stuff who don't familiar with the project. Even fire someone and recruit new teammates.

2. Availability

Briggs may hold weekly evaluation to see who works well or not, if some stuff don't have ability to do that, as I said above, train them and replace them is a good choice.

3. Lack of responsibility

As we can see in first meeting, some stuff is late and some stuff is absent, Briggs should call all stuff attention to obey the rule, and declare the importance of responsibility, in practice, Briggs could make a list to make everyone's job clear, so that they cannot rely on and blame for each other, and know what he should do in coming task.

D) Team oriented barriers

1. Team identity

First meeting is a good way to let teammates know each other.

And the best way is to let them know what other department will

make contribution to whole project and among different departments.

2. Communication

It's a good way to hold regular meetings for them to communicate and share the process and difficulties in their work, so different departments can respect each other and make a compromise when it is required.

3. Assignment of project roles

I want to add here, declaring roles of each department is necessary, however, it is not easy to balance and coordinate all the work, so making roles need to consider flexibility, to prevent conflict among teammates.

Cheers !!!!

Dezhen Zhang

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 3 ----- ----- due date 08.09

by [Hoang Thien Thanh Nguyen Mueller](#) - Tuesday, 6 September 2016, 9:02 PM

Hi team,

You have already made a great progress for Topic 3! With this pace, I'm convinced that we won't encounter any difficulties to complete this one on time as well. Awesome!

Feedbacks:

I also have some feedbacks to your discussion:

Xingwei initiated the discussion with a great details and good ideas!

I find it really awesome how Yichen added ideas in reference to Xingwei's. It helps me seeing the agreements and disagreements easily.

Daniel, Li and Dezheng also made a great effort to express their valuable ideas in reference to the earlier posts of Xingwei and Yichen.

For me, it's an indication that our team has made a great improvement in collaboration with each other. We complement

each other's work with our own ideas and discuss about disagreements together. I believe with this approach we have been working more efficiently, rather than each of us diving in her/his own solution. In the end, we want a common solution in the report to represent our team work. Good job, team!

My answer:

And, to add to the great work, below are my ideas in addition to the existing ideas from you guys.

A) Personal oriented barriers

1. Project management experiences

1 Reading related PM books

2 Attending online courses

Besides your ideas of asking for external assistants, reading last project reports and attend trainings. I think acquiring more PM related knowledge from books and online courses would be helpful. Especially, when these skills have to be gained quickly. Sometimes, training are not always available.

2. Pressure from top management

1 Archive a high level of understanding about top-managements expectations.

2 By understanding clearly what are the expectations, appropriate actions/decisions can be performed.

3

4 Transparency

5 With high transparency, it is made known to both sides (top management and the project team) what is reasonable and accomplishable in this project scope.

At the end of the day, with a clear requirements in hands, Briggs will know what to do and by having the confidence to be able to complete the project successfully, Briggs will feel less pressured.

B) Top-management oriented barriers

1. Different expectations

1 Understand the expectations of both employees and top-management in order to negotiate and find a common agreement on requirements.

2 This can be done by arrange a meetings with project team and top-management to discuss about requirements.

3 (I totally agree with Yichen and Li)

4

5 Create a friendly relationship between top-management and the project team

6 Organize an activity outside off side such as a BBQ or an afterwork dinner with participation of both top-management and project team. This give the involved people the opportunity to know each other and archive a better understanding for each other.

2. Overcommitment

1 Perform well to meet the agreed milestones to gain trust from top-management.

2 If the top-managers can trust Briggs' capability, they will give her more flexibility to make important decisions on her own.

3

C) Individual oriented barriers

1. Problem-solving ability

1 Suggest team members to read relevant books

2 Select events/parties and participate them together. Reflect and discuss in team after each event.

3 Organize a one day workshop for the whole team with external experts e.g. on how to organize a big event.

By doing 2 and 3, not only they can learn the good and the bad from the other events/ parties and acquiring more knowledge from the experts, but also it will increase the bonding within the project team.

2. Availability

1 Make a deal with team member's bosses to allow them time to participate in project tasks.

2 If this is not possible, we can ask for top-management power to ensure that team member's are available. Otherwise, as you guys already suggested, replace team members.

3. Lack of responsibility

I agree with Daniel that Briggs should act as a role model and agree with Dezheng that ground rules should be discussed together and make it known to every one.

I find it's good to build a good relationship between PM and team members and being encouraging, however, I disagree with Yichen

to tolerate violations.

The PM should intervene when ground rules are violated (Text book 5th edition, p385, last paragraph).

In addition some more ideas:

- 1 Create more 'relaxed' ground rules to ease the atmosphere
- 2 e.g. late comers should bring crossants for everyone.
- 3 This can create a more fun and relaxed atmosphere within the team and the team members will remind each other if someone violates the rules.

D) Team oriented barriers

1. Team identity

- 1 arrange and organise team activities will strengthen the team coherence.

2. Communication

- 1 Weekly project meetings

2

3. Assignment of project roles

I have nothing to add to this point.

4. Conflicts management within the project team

- 1 Increasing team coherence by team activities will help reduce conflicts
- 2 Assign the correct roles and responsibility to correct people.
People in charge can make the decisions.
- 3 If conflicts still occur and compromise can't be found, then vote and apply majority rule.

Cheers,

Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230869&course=23107>

Re: Project 3 -----TOPIC - 3 -----

----- due date 08.09

by [Yichen Zhu](#) - Wednesday, 7 September 2016, 10:54 AM

Hey guys,

After reading all your posts, I found it really helpful that we don't repeat the same view and therefore we have more views to express. Anyway, we have to make a common view when closing the topic. This way help us a lot to discuss. Cheers!

Now I have nothing to add, we have a detailed answers in every aspects.

But I found I may have some different views to some points:

@DeZheng

3.Lack of responsibility

As we can see in first meeting, some stuff is late and some stuff is absent, Briggs should call all stuff attention to obey the rule, and declare the importance of responsibility, in practice, Briggs could make a list to make everyone's job clear, so that they cannot rely on and blame for each other, and know what he should do in coming task.

In this part, you mentioned that Briggs shall assign work for everyone, but I thought the work assignment should depend on everyone's expertise and be discussed in the meeting. I may misunderstand your view, is that what you mean?

@Li

C) Individual oriented barriers

Problem-solving ability

Solution 2: Seeking professionals

Seek inside or hire outside company some professionals for the key roles if the team cannot find the proper team members to assign these roles. Get the right person to do for the project.

As a matter of fact, I used to think about this question. Looking for some professional is a good way, but generally Briggs work can be replaced. For the whole company and project, a better way must be recruiting the a better PM. But considering Briggs may lose job, I think this view can be conflicting. Hope you can answer my confusion.

Regards,
Yichen

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2183032&course=23107>

Re: Project 3 -----TOPIC - 3 -----

----- **due date 08.09**

by [Dezhen Zhang](#) - Wednesday, 7 September 2016, 2:59 PM

hi Yichen

I know the distribution of assignment should depend on members' expertise, i agree with you the distribution should be discussed in meeting, and Briggs will make final decision to distribute.

However, in practice, the small task will be assigned to two or three members to work together, my point is that everyone's duty should be written in document as clear as possible.

regards

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2182345&course=23107>

Re: Project 3 -----TOPIC - 3 -----

----- **due date 08.09**

by [Shovon Pal](#) - Wednesday, 7 September 2016, 3:38 PM

hello team fellows , i am here with my thoughts about the topic three.

My thoughts are almost similar to @xingwei and @zhu. Although i will try to assemble into a single spare. And what a great piece of work by tanha by accumulating most of the comments and taken into a solid position for a better answer preperation.

Here are my thoughts:

A) Personal oriented barriers

Project management expertise:

As the PM of the project member is not used to with such project handling expertise so what she can do that , she could have some sort of ideas from the books and online that how to accomplish such big projects with engaging people from different background. This idea is quite similar to Li.

Another aspect i want to put some shade of the light is to she can get some sort of the help form the CEO if she is facing bigger problem . Top management can help her out by extending the hand of them to get this major project done.

Top-management oriented barriers:

This project deals with the impression of the company and also with the top management of the company. So its usual that top management will show concern here. In this part i agree with @xingwei. For the team they should have a priority list for the project. making a hierarchy they can approach the project steps .

And having regular conversation with the management would help them.

Individual oriented barriers:

I want to put more emphasis in this point and there is lot to do in this section, All the team members associated with the project are the main driven force for the team. In this case i do agree completely with @tanha.

As it shows that the team member are not known to each other, so initial solution would be an induction process for the team to get to know more each other and ice breaking with interactive conversation.

They could maintain a regular portal like us what we are doing in our moddle where they can put up daily updates . For the file sharing purpose they can use cloud service.

For the skill set it will be my opinion, in based on priority settings by the top management they can propose where they can mostly fit in and apply their skills. Assessing that scenario the PM can distribute the work .

And when they are made to work with motivation , then sense of responsilbity in them will eventually grow and it make them more available to work. Interaction with the top management will give them a solid sense about their value in the company and project which will make them more motivated.

Thank you All

Regards

Shovon

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2225873&course=23107>

Re: Project 3 -----TOPIC - 3 -----
----- due date 08.09

by [Li Yu](#) - Wednesday, 7 September 2016, 11:17 PM

Hi Yichen

I would like to explain my thought about “Seeking professionals” . Hope that can express my thought clearly.

1. Choosing Amber as a PM must under top-management’s careful consideration.

Amber is assigned the role of Project manager by David Brown (vice president of human resources). Project manager is also a member of any project team. When select project manager, David must had careful consideration. So my opinion is: There are 7 considerations on our textbook (P381-382 6th Edition) for recruiting project members. Amber has met most of them:

1) Problem-solving:

As a human resource specialist who has worked for Kerzner for 5 years, Amber's problem-solving ability must have been seen by David.

2) Availability

Since Amber has been assigned the role of project manager, she will be available to work for this project.

3) Technological expertise

Amber is not a person who knows too many techniques about project management. This is one weakness of her. However, she may be the person who would like to study quickly.

4) Credibility

David has assigned Amber the responsibility for the event. If this decision had been under careful consideration by David, she must be a credible person.

5) Political connections

As a human resource specialist who has worked for Kerzner for 5 years, Amber probably has some good working relationships with other employees.

6) Ambition, initiative and energy

"These qualities can make up for a lot of shortcomings in other areas and should not be underestimated"(p382 6th Edition Textbook). We can know from the case description, Amber was excited about the project. She has ambition, initiative and energy to make the project a success. These qualities can make up for her project experience.

7) Familiarity:

Amber has not worked as a project member before. Working with other employees coming from 14 departments may create creativity and innovation.

So, my opinion is:

To make the project a success, if the project manager or other team members cannot meet the most criteria of the project, he/she can be replaced by more professional person.

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230869&course=23107>

Re: Project 3 -----TOPIC - 3 -----

----- due date 08.09

by [Yichen Zhu](#) - Thursday, 8 September 2016, 12:12 AM

Hey, Li and Dezheng.

Thx you guys for your rely.

I get you guys' views, clearly distribute everyone's duty, Amber is capable of this work and replace inefficient member if necessary.

I have another view to add, which can be a solution to some barriers.

If it's necessary, Amber can also ask department boss to decrease the team members' personal work, to make team members pay more attention to work in this project.

Thanks for everyone's hard work.

Regards,

Yichen

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2225873&course=23107>

Re: Project 3 -----TOPIC - 3 -----

----- due date 08.09

by [Li Yu](#) - Thursday, 8 September 2016, 12:40 AM

Hi All :

Below are the second part of my opinions for Topic 3.

Cheers

Li

Availability

(I have a new idea to add here as Solution 4 following my previous post which on 6 September 2016, 2:18 PM)

Solution 4: Get support from departments

Get permissions from each department manager to allow these team members assign time (for example, 2 hours per day) to work for the project.

Lack of responsibility

Solution 1: Assign time for this project

The reason why some members might be lack of responsibility is they give top priority to their department. Get the support from each department to assign 2 hours to the person and emphasize that his/her performance is representing the department.

Solution 2: Create a project reward system

Encourage team members who have good performances and extra effort. Rewards like project bonus and extra holidays may encourage members to show their best performances.

Solution 3: (Agree with @Xingwei and @Yichen) replace the person who still doesn't take responsibility after encouraging and warning.

D) Team oriented barriers

Team identity

Solution 1: Team name

Solution 2: Team building

Team building helps to improve the performance of the team. Let all members better know each other to cooperate.

Communication

Solution 1: Daily "Scrum"

Meet face-to-face for 15mins as a team will not only organize daily work well, but also help to increase coherence among team.

Solution 2: Better Use E-mail, teleconferencing (Agree with @Xingwei)

Solution 3: A fixed meeting room

Get support for administration to book a fixed meeting room during project. This room cannot only be used for meetings, but also can be an office when team members want to work or discuss this project.

Assignment of project roles

Solution 1: Set clear roles and responsibility

Roles and responsibility must be set clearly. So team members can make immediate contribution to the project. (P402 6th Edition Textbook)

Solution 2: Assign roles based on experience or strength of team members

Conflicts management within the project team

Solution 1: Vote for decisions (agree with @Thanh 4.3)

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 3 ----- ----- due date 08.09

by [Hoang Thien Thanh Nguyen Mueller](#) - Thursday, 8 September 2016, 6:49 PM

Hi guys,

Thanks for your participation in Topic 3's discussion . A summary to review will follow up soon.

@Yichen, Li:

In response to your interesting discussion about whether to replace the PM in the scope of C)1) Problem solving ability, I agree with you guys that if we only consider the project's success, it would be a necessary to replace a PM if he or she is showing lack of capability to lead that project.

Nevertheless, in this question we discuss about '**What can Briggs do to overcome these barriers?**'. In the perspective of Briggs, replacing herself is not a solution.

Cheers,

Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 3 ----- ----- due date 08.09

by [Hoang Thien Thanh Nguyen Mueller](#) - Thursday, 8 September 2016, 10:23 PM

Hi team,

Here comes the summary of Topic 3.

I would like to encourage and remind you to read the summary carefully. Content related changes can be suggested during this time.

After the discussion is closed, I would prefer not to have any major changes. The review of the answer in the draft report will

mainly focus on minor mistakes (unless we didn't figure out a major mistake previously).

Please review and let me know by replying to this post (note the correct thread subject) if any content related changes need to be made by Friday September 9th 5 PM.

INTERMEDIATE SUMMARY

After considering the barriers that Briggs could possibly encounter, suggestions for solutions what Briggs could do to overcome these barriers were discussed.

The following is a wide range of possible solutions to each barrier. The solutions for a barrier are not mutually excluded from each other. The choices are laid by the PM.

Nr	Barrier	Solution
A	Personal oriented barriers	
1	Project management experiences	1 Seek advices from experienced colleges such as president of human resources. 2 Recruit an experienced personal assistant or recruit a project manager. 3 Read related PM books 4 Attend training and or online courses 5 Learn from related completed projects by reading related books or possibly arrange meetups with the PM in charge of related projects. 6 Be open to feedbacks and suggestions from team members.
2	Pressure from top management	1 Understand top-management's expectations and negotiate about deliverables and maintain trust between top-management and project team. 2 Invite top-management to project meetings

B	Top-management oriented barriers	
1	Different expectations	1 Act as a communication bridge between the employee and top management. • Report regularly • Arrange regular meetings that have both top-management and project team's participation. Understand requirements from top-management, and reach common agreements on requirements with top-management. Infeasible expectations from employees should not be accepted. Build a positive relationship between top-management and project team.

		team. This can be done by e.g. organizing off side participation of both sides.
2	Overcommitment	1 Build and maintain good communication with the 2 Gain trust from top-management by performing milestones.

C	Individual oriented barriers	
1	Problem-solving ability	1 Discuss and assign project roles according to team strengths and interest. 2 For roles that cannot be filled by the team members' skills, additional resources with desired skills; resources can either be internal or external. 3 Seek trainings for team members 4 Organize workshops for the whole team from external resources
2	Availability	1 Make an agreement with the team members' supervisor on the allowed time span dedicated for the project. 2 Assign tasks according to team members' interests 3 Delegate work of unavailable resources to other resources that are available. 4 Create reports, meeting minutes and documents so that team members can catch up. 5 Replace resources who are unavailable for a project
3	Lack of responsibility	1 Define common ground rules with the team, make each team member talk privately to violating team members and replace them if no improvement has been seen. 2 Act as a role model for team members to follow. 3 Setup some fun rules to ease the atmosphere and let them govern themselves. 4 Setup a transparent and accessible project task list so that team members are clear about their tasks and duties. 5 Arrange weekly project status meetings. 6 Create a bonus/punishment system.

D	Team oriented barriers	
1	Team identity	1 Define team name 2 Establish a common project room for meeting and let each team member to meet each other. 3 Arrange and organize team building activities to increase team coherence.
2	Communication	1 Define a common software platform for communication and information exchange within the project team

		2 Having a project room also encourages commun 3 Regular meetings e.g. daily scrum or weekly me
3	Assignment of project roles	1 Discuss with the team members about their stre interest to assign roles accordingly. 2 A missing position can be filled by internal or ext 3 Some team members with overlapping skillsets c additional resources with different skills in c have no interest to work in this project. Othe other roles of interest and help them build th their tasks.
4	Conflicts management within the project team	1 Encourage functional conflicts, critical debates a vote and apply majority rules.

Th an ks gu ys ,		
---------------------------------	--	--

Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Project 3 -----TOPIC - 4 ----- **----- due date 12.09 12 PM**

by [Hoang Thien Thanh Nguyen Mueller](#) - Thursday, 8 September 2016, 10:57 PM

Dear team,

This is the last Topic of this project!

If you are done with reviewing Topic 3, go ahead and run your ideas for Topic 4 .

If you have not, please review Topic 3 first and post a reply to my summary post (please don't reply anything related to Topic 3 under this thread).

TOPIC 4

What should she do between now and the next meeting?

To seek for ideas, you may want to revise our answers for Topic 1 and Topic 3 as well as Chapter 11 in the text book.

I find the way Li structures the answers very helpful in understanding and summarizing, i.e. first short keywords to summarize your point, followed by your reasoning . Therefore, I suggest to follow that and we will have the following format.

FORMAT:

- 1) Task 1 (only keywords)
More explanation/reasoning (if any)
- 2) Task 2 (only keywords)
More explanation/ reasoning (if any)
- 3)...

Please place the tasks in order of priority (most urgent tasks first).

Example:

1) *Attend PM training*
I think this is necessary because....

Regards,
Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 4 -----
----- due date 12.09 12 PM

by [Hoang Thien Thanh Nguyen Mueller](#) - Thursday, 8 September 2016, 11:19 PM

The following is my first ideas for Topic 4.

In my opinion, it is important to catch up with the work that she could not do in the first meeting.

- 1) Organize a project room

Since it was difficult to find a suitable meeting room for the kick-off meeting, it is important to request Management for a project room. This might take time for arrangement, therefore, I consider it as an urgent task that needs to be performed first.

2) Arrange team members' availability for the project
Arrange meetings with the relevant people such as top-management, team members' superiors if necessary to assign availability to team members.

3) Establish a common platform for communication
It is good to have a communication platform from the beginning of the project. If team members get used to other communication channels such as emails.. it would be more difficult to change their habit.

4) Organize a follow up team building meeting
As the kick-off meeting was short, there was not enough time for team members to get to know each other, establish ground rules, define team identity and a common shared vision. It is essential to catch up with those tasks by organizing a followed up workshop or an team building event.

Cheers,
Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230044&course=23107>

Re: Project 3 -----TOPIC - 4 -----
----- due date 12.09 12 PM

by [Saurabh Daniel Samuel](#) - Thursday, 8 September 2016, 11:52 PM

Hi Team,

@Thanh, very good points. I agree with you.

Here are my thoughts on topic 4:

1) Gather basic requirements

She should first meet with Cara (who is experienced at throwing

parties) and draw an outline of the basic requirements and roles that would be needed.

2) Deliberate roles based on interests and availability

Once the requirements are determined, (Since she had planned on meeting the team individually) she should ask them what they would like to take up, what their interests are and assess in what way each person will bring the most benefit to the project.

After meeting with them individually and getting to know their schedules and availability she should use this as another criteria to assign them the roles.

3) Plan team building activities

She should use her experience and plan some team building activities for the next time they all meet.

This will bring the team closer together and foster unity.

Regards,
Daniel

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2182345&course=23107>

Re: Project 3 -----TOPIC - 4 -----
----- due date 12.09 12 PM

by [Shovon Pal](#) - Friday, 9 September 2016, 1:44 AM

Thanks a lot @Tanha

The format for the topic 3 three looks so great and we are on the right track. I will present my thoughts and idea on topic 4 tomorrow morning.

Regrds Shovon

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230869&course=23107>

Re: Project 3 -----TOPIC - 4 -----
----- due date 12.09 12 PM

by [Yichen Zhu](#) - Saturday, 10 September 2016, 12:18 AM

Thanks for Thanh and Daniel's views, I agree all of them, here's

my additional view:

1.Consult specialists and accumulate more managing knowledge

We know that Amber lack enough experience, so this would help better manage the project.

2.Enhance the understanding of every member

This also help manage the team. What's more, Amber can build trust and leadership by communicating with team members. I read from the text-book that trust is essential in managing virtual project teams, but I think this view also can be implemented in the reality project team.

3.Establish the Preliminary work distribution draft

In next meeting, I think Amber should have this draft. We can see in the case that the member of the team is distinguishing. Amer can assign the work depend on everyone's time and specialty. By doing this, the job assignment can be discussed in the meeting and earlier the members can work on the project.

4.Managing Project Reward Systems(text-book, page 391)

I took this view from book. This could stimulate working enthusiasm.

Hope you guys have better views.

Regards,

Yichen

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230841&course=23107>

Re: Project 3 -----TOPIC - 4 -----

----- due date 12.09 12 PM

by [Xingwei Chen](#) - Saturday, 10 September 2016, 12:19 PM

Hi guys,

Thanks for your splendid work. But I don't think the format for the Topic 4 is great. In topic 2 and 3 we talk about the barriers and the solution we should related them with topic 4. Hence, I think the format should look like below. And following are my views about want PM can do during this period based on the results we got from the discuss of topic 2 and 3.

Regards,

Xingwei.

About Personal oriented barriers

- 1 Seek advices from experienced colleges such as David Brown, the vice president of human resources.
- 2 Seeking an experienced personal assistant or request for a consultant.
- 3 Starting to read related PM books and attend training and or online courses, Learn from related completed projects by reading their reports and possibly arrange meetups with the PM in charges of those projects.
- 4 Understand top-management's expectations and requirements, negotiate about deliverables and maintain transparency of project deliverables between top-management and the project team.
- 5 Invite top-management to project meetings

About Top-management oriented barriers

Null

About Individual oriented barriers

- 1 Draft a scheme about project roles according to team member's strengths and interest. Post them into the communication platform. These prepare job for the next meeting, will enhance the performance and efficiency of the next meeting
- 2 Prepare a draft about the additional resources, so that Briggs can quickly ask to the top-manager for these resources which might delay the rate of progress.
- 3 Define common ground rules with the team

Lack of responsibility is a crucial problem of a team, so this should be solved in a high prior level. So Briggs should draft the team rules during this period. Then she can make them clear to each team member in the next meeting.

About Team oriented barriers

- 1 Prepare some candidate name for the team.

If the team what to define a team name in the next meeting, Briggs should prepared initially candidate name for the team. Then there will be a good start of discussion about the team name.

- 1 Establish a common project room for meeting and a place for team member to meet each other.

2 Organize an activity like team dinner.

This activity will strengthen team coherence and benefit for team members to know each other better.

1 Choose a common software as the communication and information exchange platform.

2 Keep looking for team members advise and demand.

Maybe there are some advices or extra demands that team members embarrassed to put forward in the first meeting. In addition, there might be some advices or demands about the next meeting.

Feedback:

I agree with Thanh's ideas, and the reason she gave is efficient. And Daniel had a more detail arrangement for Briggs. I think the first point is detail and reasonable..

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2183032&course=23107>

Re: Project 3 -----TOPIC - 4 ----- ----- due date 12.09 12 PM

by [Dezhen Zhang](#) - Saturday, 10 September 2016, 12:50 PM

Hi teammates:

Following paragraph is my idea for topic 4

1) supplementary for first Meeting

In the first meeting, some members are late and some are absent, it is necessary to contact them and list main information about the first meeting. In addition, although some members attended the meeting, they might not stand for their head department, all the contact address, like email and name could be refreshed into charged people.

2) Enhancement of management skill

As we can see, Briggs didn't show a rich experience in management, according to the discussion in topic 2, Briggs could ask for help, such as require a consultant who have rich experience in related project, encourage all members to give feedback and brainstorm.

3) Coordination

In the first meeting, all attended member left their email address, Briggs will discuss with them about schedule time one by one,

obviously, it's a hard work, because some members didn't come, and coordinate schedule time for different department is not easy. So my advice is that Briggs could discuss with them and allow them to contact directly to negotiate the schedule.

4) Communication

This is similar to Hoang's advice. A communication platform is necessary to let them keep contact with each other. Briggs could create a forum with classification of different task and process.

5) Preparation of meeting

In the first meeting, some members treat it as a party, obviously, they weren't familiar to theme of meeting. In the next meeting, Briggs can list the aim of the meeting, so that all the members have chance to prepare it and make it efficient in meeting discussion.

6) Reward and punishment

As we know, Briggs have announced rules clearly, but it focuses on project itself, we also need to take consideration of meeting rules, the late person and absent people should be replaced by back-up person. As Yichen said, reward system may also stimulate the working enthusiasm.

Regards
Dezhen

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 4 ----- ----- due date 12.09 12 PM

by [Hoang Thien Thanh Nguyen Mueller](#) - Saturday, 10 September 2016, 7:00 PM

Hey guys,

Thanks Xingwei for your suggestion.

I would like to discuss with you guys about point 1.

1) Xingwei suggested to group the tasks into the same categories we had in in Topic 2 and 3.

I can see that it could make sense for some tasks. However, in my opinion, this topic relates more to topic 1 compared to topic 2,3 and the grouping the tasks into barrier categories is not suitable.

The reasons are:

- the time period between the Kick-off meeting and the next

meeting would be very short, such as just a week. **Tasks that address the issues of this project stage is more urgent and important.**

- The team is situated in '**Forming**' project stage, which is the first stage of **The Five-stage Team Development Model** (Textbook p.377 5th edition).
- Some solutions discussed in Topic 3 are not limited to this project stage but can be applied through out the whole project.

Instead of only pick something out of the solution set in Topic 3, there can be some more tasks (such as the one that address the issues in Topic 1 but not limited to it) that should be done in this project stage.

@: All: what do you reckon?

2) Also because of the reasons above, we should pick tasks that urgent and important first. Tasks that address general project issues should have lower priorities.

Therefore, I disagree to the following tasks suggested by Xingwei:
About Personal oriented barriers

1. Seek advices from experienced colleges such as David Brown, the vice president of human resources.
2. Seeking an experienced personal assistant or request for a consultant.
4. Understand top-management's expectations and requirements, negotiate about deliverables and maintain transparency of project deliverables between top-management and the project team.
5. Invite top-management to project meetings

About Individual oriented barriers

2. Prepare a draft about the additional resources, so that Briggs can quickly ask to the top-manager for these resources which might delay the rate of progress.

About Team oriented barriers:

Last section:

2. Keep looking for team members advise and demand.

I agree to the other tasks .
Thanks
Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230869&course=23107>

Re: Project 3 -----TOPIC - 4 -----
----- due date 12.09 12 PM

by [Yichen Zhu](#) - Saturday, 10 September 2016, 10:45 PM
@Thanh

I agree with you, your view make sense.
Before posting my answer, I have considered it. Finally, I did not group the tasks into the same categories because I think the 4th question is the brief summary of solutions to the problems must be solved before next meeting. Priorities should be given to more urgent problems. Just as you mentioned, some answers from former questions are not suitable.

Have a good weekend!
Yichen

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2225873&course=23107>

Re: Project 3 -----TOPIC - 4 -----
----- due date 12.09 12 PM

by [Li Yu](#) - Sunday, 11 September 2016, 8:53 AM

Hi all:
I reviewed all your ideas and I agree all most of them. I list a supplement for some details under Thanh's template which I agree more.
Cheers
Li Yu

- 1) Send the meeting minutes (summary) of the first meeting to all group members.
This meeting minutes will not only summary and remind the result

of the first meeting to all members, but also could help those two who didn't show up to catch up with the project.

2) Summarize the performance of herself and make improvement

Amber should clearly analysis what mistakes have been made by herself from the beginning until now. She need to compensate for her weaknesses to make improvement. Gain the knowledge of project management by reading, training and consulting people who have similar projects experience.

3) Booking a fixed project room

I agree with @Thanh 1).

Another reason is a fixed project room will enhance the identity of the project.

4) Confirming the reason of the absences for the first meeting

5) Confirming team members

In my opinion, as team members were not recruited based on criteria and some team members will not be available for the project, there may need some substitutions. So before distributing roles and responsibilities, the list of team members need to be fixed.

6) Arrange team members' availability for the project

(Agree with @ Thanh 2).) It is necessary that team members have enough time to work for this project. Amber need to get support from each department and members need to be permitted to assign proper time to this project.

7) Prepare agenda and deliver it to all members

"Prepare and distribute an agenda prior to the meeting" (P386 6th textbook). This time Amber need to send it by email and make sure everyone receive this agenda.

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 4 -----
----- due date 12.09 12 PM

by [Hoang Thien Thanh Nguyen Mueller](#) - Sunday, 11 September 2016, 2:01 PM

Hi all,

Thanks for your contribution to the discussion! I will create a summary of Topic 4 by tonight in order for you to review .

Just a reminder, the project will end tomorrow at 5 PM, we have a bit more than one day to complete it together.

@Shovon:

I'm looking forward to your good ideas for Topic 4 as well . Maybe you will find sometime today to complement the team's existing ideas.

@All

The discussion will still open until tomorrow 12 PM for lingering ideas. However, I encourage you to post them the sooner the better so we have more time for fine tuning .

Report review:

If you haven't reviewed Topic 1,2, 3 in the draft report, please do it today and post your finds in the Draft Report thread:

<http://moodle.telt.unsw.edu.au/mod/forum/discuss.php?d=431895>

Thanks guys!

Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

**Re: Project 3 -----TOPIC - 4 -----
----- due date 12.09 12 PM**

by [Hoang Thien Thanh Nguyen Mueller](#) - Sunday, 11 September 2016, 3:56 PM

Dear team,

As mentioned in my previous post, here is the summary of our discussion. Let me know if you want to add any other tasks.

The summary is also available in the draft report.

TOPIC 4: INTERMEDIATE SUMMARY

At this point in time, the project team is in the first stage, Forming, out of the Five-Stage Team Development Model.

In the short period of time between the kick-off meeting and the next meeting, the Project Manager, Amber Briggs, should prioritize urgent and most important tasks that help forming an effective team. Some will contribute to solve the barriers discussed in Topic 2 and 3, some to address the issues of the kick-off meeting.

Below are the list of tasks, ordered from highest to lowest priority.

1. Organize a project room

It was difficult to find a suitable meeting room for the kick-off meeting and as discussed in Topic 3, having a project room would help solving some of the team oriented barriers. It is important to organize a fixed project room for the team. As it takes time to arrange a suitable room, this task should be done as soon as possible.

2. Create and send out meeting minutes of the kick-off meeting

The meeting minutes is not only a summary to refresh everyone's memory about the kick-off meetings but also provides information to the absent team members.

3. Confirm the existing team member list

Two members are absent, some will not be available for the project for a period of time. Confirming the existing team member list prior to role assignment and/or additional recruitment is necessary.

4. Arrange team member's availability for the project

Arrange meetings with team member's superior and top-management (if necessary) to assign proper time to team members to work on this project.

5. Establish common platform for communication

A common platform is an essential medium to exchange information within the project team. After the platform exists, the kick-off meeting minutes can be shared. This is also one of the solution to overcome some team oriented barriers.

6. Improve project management knowledge and skills

Briggs can learn from self experiences of what could have done better in the kick-off meeting. The next steps are to consult specialists, start reading related PM books to accumulate more managing knowledge.

7. Gather basic requirements

To have a better understanding about the project scope, Briggs should first meet with Cara, who is experienced at throwing parties, and draw some outlines of basic requirements and roles that would be needed. A meetings with the top-management can be arranged after to clarify unknown requirements after meeting with Cara.

8. Create a preliminary work distribution and project roles draft for discussion

After having a better understanding of the project scope, a list of necessary roles can be drafted as a foundation to discuss with the team.

9. Prepare a list of common ground rules for discussion

Prepare some common ground rules to initiate the discussions with the team in the next meeting.

10. Prepare a project reward and punishment ment system for discussion

Some existing Ideas how to encourage the performance of the team or correct team member's violations can be discussed with the team in the next meeting and together build a reward and punishment system that everyone agrees on.

11. Organize a follow up team building meeting

The next team meeting should be focusing on team forming and catch up with what could not be done in the kick-off meeting. To address all of that, it's reasonable to organize a one or two days workshop.

12. Prepare and provide agenda

Draft a schedule for the next meeting and publish it to the team member.

This could include:

- the opportunity for team members to get to know each other better
- enhancing the understanding of team members' capabilities
- establishing ground rules
- discussing about project scope
- defining project roles, interpersonal relations and expectations.

Any supplemental ideas should be based on this summary.

Thanks,

Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230044&course=23107>

Re: Project 3 -----TOPIC - 4 ----- **----- due date 12.09 12 PM**

by [Saurabh Daniel Samuel](#) - Sunday, 11 September 2016, 6:33 PM

Hi Guys,

I noticed that Tubbs redesigned the operations to facilitate self organizing teams.

So, will that apply here as well? Can Amber go assigning roles to the team members? or should she let them organize themselves?

What are your thoughts?

Regards,
Daniel

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230841&course=23107>

Re: Project 3 -----TOPIC - 4 ----- **----- due date 12.09 12 PM**

by [Xingwei Chen](#) - Sunday, 11 September 2016, 8:00 PM

Hi Daniel,

Based on the present condition, I think Amber should assigning

roles to the team members. Obviously at the begin of the project, some of the team members seems not take this projects seriously, I don't think agile project management are suitable for this. In addition the budget and many other properties of the projects are fixed, So I think it also did not satisfied the high uncertainty property which is significant character of agile project. In my opinion, Amber should assigning roles to the team members.

Regards,
Xingwei

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2230869&course=23107>

Re: Project 3 -----TOPIC - 4 ----- ----- due date 12.09 12 PM

by [Yichen Zhu](#) - Sunday, 11 September 2016, 8:55 PM

Hi Daniel,

I would partly agree with Dezheng. My view is assigning roles together. I think Amber can make an role draft before the meeting, then discuss it in the meeting. Maybe even need to negotiating with some of them (Some work need more labor, and working hour, maybe need do something like raising salary). Apparently, roles depend on member's capability and willing, that's why it should be discussed. I don't consider forcing a man to do he doesn't like can lead to a happy ending.

Regards,
Yichen

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2182345&course=23107>

Re: Project 3 -----TOPIC - 4 ----- ----- due date 12.09 12 PM

by [Shovon Pal](#) - Monday, 12 September 2016, 11:49 AM

Hello Fellow members

I have gone through the draft for the topic 4 and i agree with most of the points for the report.

There is no much more to be added down for the improvement list , becasue most of them are covered . But i want to add something which could be relevant for the improvement.

1. First of all, now they can use any mobile app for the reminding and do stuff for the meeting purpose. If its any of the mobile application push-pull service they can br more aware.
 2. For the work distribution and work progress , what they can do that, use one web application which is called Asana.com. Where PM sets the duties and the members can put down the progress and PM can monitor.
 - 3.Setting up the work priorities and creating the team on the basis of that. This could be more needed to go through the process.
 - 4.One thing could be done that , they could be arranged one project management workshop for the team and they can kick start.
 5. Setting up the work deadline and work according to that. Thats most important . In each of the priority list , there should be a deadline so teams can work seeing the deadline .
- These are couple of my addition with the existing ideas.
Thanks
Reagds Shovon

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 -----TOPIC - 4 ----- ----- due date 12.09 12 PM

by [Hoang Thien Thanh Nguyen Mueller](#) - Monday, 12 September 2016, 12:31 PM

Hi Shovon,

Thanks for your ideas. Here are my feedbacks:

1),2) can be grouped into the Task 5: Establish common platform for communication. That platform might support mobile notification service. Some companies may already have an existing technology for a communication platform that only needs to be setup for each project group. Otherwise, it's the choice of the PM.

3) This is a good point. I can see it a step in Task 9: Gather basic requirements. The following line is added in to the report according to your idea: "The confirmed requirements should be then prioritized."

4) We also covered this in Task 7: Invite team members to a follow up team building meeting

5) I agree with you that this is an important task. In my opinion,

time estimation and deadlines would be the next step when the project scope is clear to everyone. However, at this stage, the team is not quite formed yet, the project scope is not clear to everyone, therefore, it makes more sense be scheduled in the meeting after the next meeting.

Regards,
Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)
<http://moodle.telt.unsw.edu.au/user/view.php?id=2189556&course=23107>

Re: Project 3 due date 12.09. at midnight

by [Hoang Thien Thanh Nguyen Mueller](#) - Monday, 12 September 2016, 12:38 PM

Hi everyone,

All discussions are now closed.

Thank you all for your contribution, interesting discussions and the awesome team work! Well done team!

I'm fine tuning our report according to your suggestions and will submit it when done.

Thanks everyone again ,
Thanh

[Permalink](#) | [Mark unread](#) | [Show parent](#) | [Edit](#) | [Split](#) | [Delete](#) | [Reply](#)