

Unit 4 – Begin Your Individual Final Project



Due at the end of Unit 6

If you have not already done so, read the Harvard Case Study, *Henry Tam and the MGI Team*.

For this final project, you act as consultant to Henry Tam. You are responsible for helping Henry Tam and the MGI team understand the challenges they face and what actions they should take to "help the team work" to create a business plan, within the contest deadline. You are not creating the business plan; you are framing the key issues and making the recommendations that will help the MGI team become effective enough to write the business plan themselves, by the contest deadline. In order to do this, you will apply the learning from this course.

Your recommendation should include:

- Recommend and justify a leadership approach for Henry
- Address the group dynamics and make appropriate recommendations
- Address a polarity or systems assessment that influences your recommendation

You will write one paper with three primary sections. Please read the instructions for each section carefully.

Section 1 (100 points): Write a 5-7 page, double-spaced, referenced paper, in APA format. The purpose of this paper is to present the primary challenges in the Henry Tam case and your recommendations along with the rationale for your recommendation. Frame the key issues in the case. Write this as though it is being sent to your manager to be used to train other consultants fresh out of their MSM programs. It is a professional paper that reflects your own professionalism. This paper reveals your evaluative thinking and how you applied your learning from this course. Use at least five references drawn from Course Materials and from any academic outside resources that apply.

Do not use first person! This is a professional paper.

Your sections should include:

- An introduction, summarizing your recommendation
- A section for each aspect of your recommendation where you will explain, with citations, your rationale. There will be more than one sub-section like this.
 - Show how you applied the learning from this course as completely as you can. Discussion should include team communication, issues analysis, and achieving group outcomes. Apply course readings.
- An evaluation of the most appropriate leadership approach. What competencies, personal style, and model or theory did you recommend to Henry? What do you expect to accomplish using this approach?
- A conclusion, summarizing the value of your recommendation
 - What will the selected recommendation accomplish for Henry and the MGI team? What might it not accomplish? Be critical of your own recommendation
- APA Style reference page that includes at least five references

NOTE: I am more interested in the quality of your thinking than in determining the "right" solution to the case.

Section 2 (50 points): Write a memo as Henry Tam.

Announce your plan in a 1-2 page memorandum addressed to the MGI Team as though you are Henry Tam.

- This memo should be written applying the business writing skills from your readings (Weeks, 2005).
- This memo summarizes the recommendation for action that you have decided upon. Remember that the MGI team has not taken GB500, so use language that they will understand. Write this as though you were actually in this situation. Be clear about what you want from the MGI team after they have read your memo.
- In the tone of the memo, apply the leadership approach you think will be effective. In other words, **enact** the leadership approach you have chosen for Henry! This involves applying the leadership approach you recommended in Section 1. For example, if you applied the Path-Goal theory to the case and selected Directive, the tone of the memo would be different than if you selected Supportive. Try to write using that leadership style.

Section 3: (30 points) Reflective Paper in First Person:

This section of the paper outlines your personal experience and challenges in completing the final project.

- Please provide the "pyramid" diagram of the relationships between the ideas that you use to prepare your memo. Describe your personal experience of structuring and writing your memo. What were the challenges? Did you find applying the "Pyramid Principle" helpful? This section of your paper is reflective in nature and can be written in the first person.
- How did you apply the recommended leadership approach to the memo? What is the relationship between the leadership style and Insights preference you used? Was it a good match with your own style or a stretch? You may use first person in describing your personal experience of enacting an approach that may have not felt "natural" to you.

Your Final Project is due on the last day of class by midnight ET (Eastern Time, GMT-0500).

APA Style references:

<http://www.apastyle.org>

http://owl.english.purdue.edu/handouts/research/r_apa.html

<http://dianahacker.com/pocket/>

Your Individual Final Project is due in Unit 6.