

FIRING MEMO ASSIGNMENT

Marketing Management

Fall 2006

Dr. David M. Andrus

I expect that all participants will be constructive and positive group members working diligently and with a sense of urgency to make their respective team successful. Indeed, management of the group process is delegated to the team as a fundamental part of the marketing plan experience. Occasionally, teams encounter turmoil with which they are unable to deal internally. In such situations, the professor is asked to intervene.

The problem individual performer is one such situation that sometimes arises. Past experience indicates that some mechanism is needed to permit the firing of an individual team member who continues to behave in such a way that impedes team performance. Firing means expulsion from the team and lowering the final course grade by two letter grades for the problematic individual. Obviously, firing is an extreme action. Firing occurs only after other means of coping with a problem team member are exhausted. Remember, I have high expectations for you and your team and I expect you to behave in a mature, professional manner in which everyone is treated with respect and civility. Treat each other like valued customers!

ASSIGNMENT

Each team is to discuss and agree upon the expectations for individual behavior in the team. Also, agree upon the procedures and circumstances under which a group member could and would be fired. Behavioral expectations for team performance, firing procedures and circumstances must be written and shared with other team members and the professor. Use one double spaced, typewritten page to describe your team's firing procedure and criteria for an acceptable performance. Include intermediary steps

occurring before firing such as a second chance to improve performance, what would trigger firing actions, and specific procedures for enacting the firing of a team member. Each team can fire a member from the group by openly voting a person out and getting the professor's approval. A group member who is fired may continue in the course. All team members must sign and date this document.

Among the other things teams should discuss, share in their initial meetings, and include in the memo are:

1. Group members' email userid, addresses, telephone numbers, and other methods to communicate.
2. Expectations for the course, team grades, the group critique, and marketing plan assignment.
3. Group norms of conduct, distribution of work among members, and specific expectations for individual behavior.
4. Future travel, work schedules, class schedules, and other constraints regarding meeting times outside of class.
5. Specific meeting times, meeting days, and meeting locations.

It is due on Tuesday, September 12.

The accused person has the right to present a defense if he or she wishes to remain in the group. A group member who is fired will have to write a marketing plan on his or her own or drop the course. In addition, that individual will automatically receive a two-grade reduction in the final course grade. For example, if a fired individual earns a "B" in the course, they would receive a "D" for their final course grade.

Advice for Making Your Group Effective

1. When there is a problem, it needs to be discussed as a group in a calm and professional manner. Document what was said in the discussion.
2. Address problems quickly. Inaction will enable problem members.
3. Do not pick meaningless battles. You will be graded based upon my perception of the quality of your marketing plan and not how much you like each other.
4. Do not turn in low quality work to the team.
5. Every member needs to show initiative in accepting and delegating tasks.
6. The group needs to be well organized and keep the meeting time focused on the marketing plan.
7. Have an agenda for each meeting and identify what tasks need to be completed before each meeting.
8. Submit drafts via email to each other before the meeting so the meeting can stay focused on the revisions that need to be made to the plan. This will save you time.