

**MGCR 222 Introduction to Organizational Behavior**  
**Team Analysis Memo**  
**Winter 2014**

The Team Analysis Memo is an individual assignment worth 10% of your course grade. The paper should be 4-6 pages, typed, double-spaced with 12 point font and with 1” margins. This assignment is due Feb 18th at the beginning of the lecture.

The purpose of the assignment is to reflect on and analyze your experience working in a team to complete the McDonaldization assignment. You will work on teams throughout your undergraduate degree and your professional life. It is important that with each experience you learn something that may be used to improve your next experience.

David Kolb’s<sup>1</sup> experiential learning model is a useful method for doing this. Kolb promotes a structured experiential learning process in which we develop new knowledge by progressing through four stages. First, we take a step back and observe our experiences. Second, we reflect on and interrogate those experiences. Third, we analyze those experiences in relation to accepted concepts and theories. Fourth, based on these insights, we experiment with new ways of behaving in similar situations. This assignment asks you to apply the learning cycle to your experiences working with your team on the McDonaldization assignment. The assignment is as follows:

**1. OBSERVATION:**

- a. Think about your experience working with your team on the McDonaldization assignment. Identify a weakness, flaw, problem or limitation in your team’s experience. You are looking for something about the experience that could be improved. It could be something related to the quality of the relations, the process, or communications. It may also be related to your own behavior on the team. Do not limit yourself to these possibilities. Your job is to identify something about the team interaction that could be improved. It may be something significant and new to you or it may be something you have experienced working with other teams. Spend time thinking about this!
- b. Describe the weakness in a concrete but concise manner. Give an example or two of it. Give enough detail so that a reader who may not have been there can relate. Aim for depth rather than breadth.

**2. EVALUATION:**

- a. Next, stand back from the weakness, think about it, and analyze it. In writing your consider the following questions:
  - Why do you consider it a weakness or limitation?
  - How did it affect your groups process and/or outcomes?
  - How did it affect you? How did it affect others?
  - Were others aware of it? Did members of the team discuss it?

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<sup>1</sup> Kolb, David A. 1984. *Experiential Learning: Experience as the Source of Learning and Development*. Prentice-Hall, Inc., Englewood Cliffs, N.J.

### 3. **THEORIZAION:**

- a. Find a concept or theory from the readings related to perception, decision-making, conflict & negotiation, or communication to inform and structure your understanding of your experiences. The concepts and theories will not map exactly on to your experience but you should find one that best helps you think about your experience. Although our experiences seem very individual in their details and context, they are often an example of a category of experiences. For example, maybe you realize that you tend to make certain perceptual errors that affect your behaviour and perceptions of others. In this case you may be able to use a particular concept from the readings on perception & decision-making that to assess and explain your behavior.
- b. After you identify the **one** concept or theory you will apply to analyze your experience, begin by explaining the concept or theory in **your own words** in three to four sentences. You may wish to consult further sources to deepen your understanding of the chosen concept/theory.
- c. Explain why the concept or theory is applicable to your experience. Take your time “unpacking” the aspects of the concept or theory relevant to your experience and showing the reader how it links to your experience. Explain how your experience diverges, if it does, from the concept or theory. Why do you think it diverged from the theory?

### 4. **EXPERIMENTATION:**

- a. Based on this analysis, what would you do differently if you could do it all over? What would you keep the same? Think about specific ways in which you can experiment with using your learning/insights in the near future.
- b. Create an action plan in several lines stating how and when you will use your new knowledge about working with your team in the remainder of the course. **Make this as specific and concrete as possible.**

The paper is graded out of **45 points**. Your paper should **contain the following sections:**

- **Introduction and Observation (10 points)**
- **Evaluation (10 points)**
- **Theorization (10 points)**
- **Experimentation and Conclusion (10 points)**

The remaining **5 points** will be awarded based on clarity of presentation. Therefore, ensure that the paper is clearly written and well-organized, with a logical flow and sequence that makes it easy for the reader to understand. Use the above structure with headings to guide the reader. Make sure the paper is free of spelling and grammatical errors.

You can learn more about Kolb’s model here <http://www.infed.org/biblio/b-explrn.htm>

Please do not be distracted by descriptions of Kolb’s other theories. This assignment is about the experiential learning process!