



**Enhancement of Team Work in MBA Programs:
An Evaluation of Best Practices**

By

**Dr. Murray D. Blank and Kathleen Locklear
tedmurr@comcast.net**

Graduate School of Management and Technology

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Abstract

This research paper suggests a set of best practices for the development and implementation of team work in MBA programs. The objective is to suggest ways in which to concurrently maximize positive student experiences and enhanced value to employers of MBA program graduates.

The research has two principal components. The first is a field study of team work involving the MBA program of the University of Maryland University College. This research involved a review of the program syllabi and field observations designed to identify key design aspects of team work projects as implemented at the University of Maryland University College.

The second component of the research is a focused literature review regarding academic team project difficulties and solutions. From the scholarly literature, several best practices are identified, including the following: the importance of early team member introductions and interactions; the need for a team work plan; the positive influence of faculty member expressions of high performance expectations and possible outcomes from the utilization of peer evaluations.

The literature review is utilized as the basis for a set of best practices related to the design and implementation of team work in MBA programs. The findings and recommendations offered relate to both process and structure issues and include the following: suggested roles for Faculty Assistants; required use of team work plans; adjustments to individual grades; use of peer evaluation forms; management of social loafing problems.

Key words: academic team work, MBA team work