



Scuderia FERRARI

Team Operating Agreement

Project Name: Scuderia FERRARI Consultants

Project Manager Name: Gautam Mehta

Project Sponsor: Scuderia FERRARI

Project Team Member Names: Gautam Mehta

Preston Jenkins

Ioanna Dragoumaniotis

Peggy Zelaya

Triet Nguyen

Date: November 7th, 2007

Prepared by: Gautam Mehta



Team Operating Agreement

1. Purpose of the Team Operating Agreement (TOA)

1.1 Objective

The objective of this team is to provide a detailed analysis of a concept in the area of Internet Social Networking Web Sites, an immensely important aspect of today's culture and is a growing market that's only going to get bigger with time. With the help of an interactive web page and a digital video presentation, we can make ourselves rise to the top as the best and most innovative group of consultants to keep up with the needs of today's culture. Our goal is to determine what a social network is and why networking websites are growing in popularity at such a fast rate. Why does this appeal to people, young and old? We're going to delve into great detail about how and why it is important not only in pop culture, but in the vast, busy world of business. Using both commercial and academic resources, we will further uncover what is so appealing about this new area of communication and how it can be used to our advantage in the business world.

1.2 Name

- 1.2.1 The Team's official name is Scuderia Ferrari Consultants, Inc. (as approved by Professor Perry.)
- 1.2.2 The Team shall also go by abbreviated name of "SF"
- 1.2.3 The Team's stock quote symbol is "SFM"

1.3 Formation Date

The Team was formed on the day of Wednesday October 17, 2007

1.4 Effective Date

The Team was effective on the day of Thursday October 18, 2007.

1.5 Duration of Agreement

The duration of the Operating Agreement starts from Wednesday October 31, 2007 till Wednesday November 28, 2007

1.6 Purpose of Agreement

This Team Operating Agreement (TOA) serves as the guidelines and ground rules to help the Project Team work most productively together over the course of the project. The TOA is a living document and may be updated as the need arises throughout the project. Any updates will be discussed with and ratified by the project team members.

This Agreement is to ensure the success of the project which can only be achieved if all members of the team perform and present themselves in no less than a professional manner. The eventual objective is for the Team to score maximum allotted points to ensure better grade for all who deserve it.

1.7 Mission

Social Networking is at the core of our Business philosophy as consultants providing technical support and intelligent solutions for today's challenging web2.0 development.

1.8 Entire Agreement



This operating agreement represents the entire agreement of the members of this team, and it shall not be amended, modified or replaced except by a written instrument executed by only all of the current members of this team, the parties involved.

2. Membership and Meeting Attendance

2.1 Members

Members	Role
Gautam Mehta	Project Manager
Preston Jenkins	Research Coordinator
Peggy Zelaya	Formal Report Coordinator
Triet Nguyen	Website Coordinator
Ioanna Dragoumaniotis	Presentation Coordinator

2.2 Member Participation

Partnership Members are any participants that have been approved and invited by the group. Members are invited to participate in discussion, work and projects. They may choose to be listed as Partnership participants and join the email list.

2.3 Membership Duties

Members should demonstrate:

- 2.3.1 An understanding of and commitment to the vision, values and purpose of the Partnership.
- 2.3.2 The ability and commitment to regular attendance of meetings and full and honest engagement in the process.
- 2.3.3 Commitment to problem solving and decision making through a consensus model, realizing that voting is an option of last resort under specific circumstances or where intractable conflict emerges.
- 2.3.4 The ability to represent the interests and needs of their agency or team on a systems-level and understanding the mandates and needs project outlines.
- 2.3.5 An agreement to engage in an ethical manner, follow all pertinent local, state and federal laws and to act in best faith.

2.4 Non-Liability of Members

- 2.4.1 No member of this Partnership shall be solely or personally liable for any team costs.
- 2.4.2 The team shall reimburse members for expenses agreed upon by all parties involved.
- 2.4.3 No monetary gains shall be incurred as this is a Not-for-profit Project.

2.5 Meeting Attendance

Those named under section 2.1 (Members) will attend the meetings only as assigned by the Project Manager.

2.6 Meeting Location

All meetings are to be conducted at the first available table on the First (1st) floor of Burruss Building at Kennesaw State University.

2.7 Missing Meeting



It is the responsibility of the member who misses a meeting to catch up through reading the meeting notes, discussing the meeting with members who were present and/or communicating with the facilitators. Members are not obligated to spend meeting time covering something that was missed.

2.8 Records

The team will make any and all pertinent documents available for review in an online repository (www.docs.google.com) that will there upon be under the care and responsibility of the Project Manager.

2.9 Member withdrawal

Should any member wish to withdraw from this project, they will provide a written explanation.

2. Membership Behavior and Roles

3.1 Membership Behavior

All group members (Project Manager, Research Coordinator, Website Coordinator, Formal Report Coordinator, and Presentation Coordinator) will be required to present themselves in a professional manner to ensure the success of the project:

- 3.1.1 Engage in a thoughtful, thorough deliberation
- 3.1.2 Advocate for the interests of his/her expertise
- 3.1.3 Share relevant information with the other group members
- 3.1.4 Keep constituencies informed and advocate within constituent teams for support of the group's work
- 3.1.5 Keep the group informed about constituent perspectives
- 3.1.6 Work to identify promising options
- 3.1.7 Openly discuss and evaluate those options
- 3.1.8 Refrain from undermining group recommendations and reports
- 3.1.9 Secure approval within the team for permission (within limits) to negotiate an agreement
- 3.1.10 Explicitly inform the group when the limits of authority are reached
- 3.1.11 Elevate issues within the team as a way of addressing the limitation

3.2 Membership Roles

This team shall be managed by all of its members. No single person is President or the CEO with any unequal supreme power. Each member relies on all other team members, remembering that no one member is more important than another. Seniority is not a factor in the activities or representation of said actions and responsibilities.

All group members are to be held accountable to their roles within the partnership. Members should be encouraging, harmonizing and compromising with other members to avoid any potential conflicts that could jeopardize the project. Members should also be task oriented so as not to burden other members with their work.

3.2.1 Formal Report Coordinator (FRC)

- Will require input from all team members.
- Will be the structural leader of the report.
- Will take the research provided from the Research Coordinator and create an outline of the formal report
- Will integrate portions of the written report from each team member and will communicate frequently with the PM and RC for additional references



- Should possess strong time management, business writing, MS Word skills, and will be spending some time in the writing lab.

3.2.2 Research Coordinator (RC)

- Will require early project participation.
- Will be one of the first team members to execute their roles.
- Will be the Lead Researcher.
- Should be well versed in Internet and library database searches.
- Will be responsible for coordinating academic articles, white papers, and corporate resources.
- Will also be responsible for checking the authenticity of the final report, including appropriate attributions, citations, and references.
- Should possess attention to detail and will be spending some time in the library. Knowledge of APA style a plus.

3.2.3 Presentation Coordinator (PC)

- Will lead the presentation rehearsals.
- Is the technical lead on the digital video (if DV is used) and the presentation organizer.
- Will choose an organizational pattern for the presentation, will assign roles to team members based on their areas of expertise (corresponds with section of the report written), will structure the introduction and conclusion, and set rehearsal times.
- Will choose a setting for the presentation – schedule camera checkout, coordinate production schedules with team members, shoot the video footage, and edit the digital video file.
- Will be responsible for submission and publication via WebCT VISTA.
- Should demonstrate good leadership abilities and if using DV, will be spending some time in the Presentation Technology Department.

3.2.4 Project Manager (PM)

- The Project Manager will be the primary team communicator and coordinator.
- Will participate in each of the three team deliverables (Web page, report, and presentation) while simultaneously coordinating meeting times, communication, and assignment submission procedures.
- Will coordinate all activities of the team.
- Will take the lead role in completing the team Operating Agreement.
- Will be an active participant with the Formal Report Coordinator, Web Page Coordinator, and Presentation Coordinator.
- Should have strong communication and planning skills.
- Will construct a timetable for the project, manage all team communications, and submit the formal report to turnitin.com with time for revisions if necessary.
- The PM will take ultimate responsibility for the timely completion of each related project. This includes monitoring of the discussion board, reminder emails to team members, and participation in projects as needed by other members.

3.2.5 Web Site Coordinator (WM)

- Will be responsible for combining pages from all team members into one final web page layout, with navigational capabilities to each team member's page.



- Will coordinate with team members on page layout, design, and style.
- A common theme will be chosen that must be used on each team members page.
- Will work with team members to create, edit, link, and upload the final page.
- Should possess attention to detail and will be spending some time in the computer lab.

3.3 Member Performance

3.3.1 Non-Performance

3.3.1.1 Each member of the team will meet their obligations in full as described in (Section 3.2 – Membership Roles). We have all been on teams where one person had to do more work than their share, and others did less. This specific clause will enforce equality of performance.

3.3.1.2 In as event that a team member doesn't carry their own weight (performance), there are provisions of positive/negative reinforcement (Section 3.3.3 and 3.3.4) plan to handle performance related issues.

3.3.2 Peer Review

Each team member will review the performance and actions of their peers within the organization, including themselves for grading purposes. Said review should be stated in a designated peer review form that will be submitted and shall not be submitted in any other form.

3.3.3 Positive Reinforcement

In order to ensure a good deed is awarded appropriately, each time a Major deadline (as stated in Section 7.1) is reached on time, they will be **guaranteed 1 point** in their peer review. If more than one person is assigned to that specific task all those involved will **share 1 point**

3.3.4 Negative Reinforcement

3.3.4.1 If team members are convinced of non-performance from a lackluster team member, the first remedy would be to **dock 1 point** from their peer review.

3.3.4.2 If the above remedy doesn't work for at **least 3 times**, the **Three-Strike rule** will be applied and the team shall present the matter to mediation with the GBA 6100 faculty.

4. Team Communications

4.1 Communication guidelines

Similar to "group norms" and are behavioral guidelines and expectations for members of the partnership.

4.2 Communication Agreement

All members agree to use my best efforts to meaningfully participate in the Partnership and to follow the guidelines below:



- 4.2.1 In general, each group member should work to create an open and frank dialogue that allows for a full and respectful exploration of similar and different points of view. Thus:
 - 4.2.1.1 One person at a time speaks
 - 4.2.1.2 I will listen carefully and as an ally
- 4.2.2 In this dialogue, I will focus on the issues involved, rather than perceptions of motives, relationships and personalities.
- 4.2.3 It is essential that everyone have a chance to be heard and to hear others. Therefore, I agree to avoid side conversations or interruptions while someone is speaking.
- 4.2.4 In order to give everyone a chance to talk, participants should be sensitive about the length of comments and encourage equal participation from all group members.
- 4.2.5 Once an agenda has been agreed upon, it is important to adhere to it in terms of both time and topic. If it appears that an agenda should be changed, this should be done by group decision.
- 4.2.6 Meeting participants may have strong opinions about the items under discussion, but it is important to remain open minded about proposals, ideas, concerns, etc., while different points of view are being presented and discussed. Participants should be intentional about recognizing and facing assumptions and preconceived notions that may affect relationship building, decision making or ideas.
- 4.2.7 I will attempt to stay focused on the underlying concerns or interests that need to be addressed rather than on whether any particular proposal is good or bad.
- 4.2.8 In order to maximize the productive time available, I will also avoid repeating points that have already been made adequately.
- 4.2.9 Consensus does not mean unanimity, but rather, the best agreement that can be reached at this time, which each member of the group can live with and/or support.
- 4.2.10 Work to build a safe environment where everyone can participate fully regardless of style. Consider and respect the quieter participants.
- 4.2.11 I will modify these guidelines as the group evolves.

5. Decision Making

5.1 Consensus

Similar to large corporations like IBM, Microsoft and Dell, the Scuderia Ferrari Consulting Firm's highest goal is consensus. A consensus agreement is one that all group members can support, built by identifying and exploring all parties' interests and by developing an outcome that satisfies these interests to the greatest extent possible.

5.2 Voting

Building reasonable consensus around the proposed visual attributes of these elements will be an accomplishment! This highlights why full and meaningful participation is critical throughout the process—even at the earliest stages of discussion, when visual quality evaluation criteria are being determined.

- 5.2.1 Consensus means that everyone can live with the decision. It doesn't mean everyone has to agree 100%.



- 5.2.2 The team will use thumbs up/thumbs down voting to make decisions quickly and move on.
 - i. Thumbs up = agree with no further discussion.
 - ii. Thumbs sideways = agree, but have further questions. (Questions will be asked and answered immediately after the vote.)
 - iii. Thumbs down = cannot agree to the solution proposed. (Be prepared to answer the question: What would it take for you to go to thumbs sideways or thumbs up?)
 - iv. Anyone on the team may call for a vote at any time.
- 5.2.3 Members may abstain from voting.
- 5.2.4 No decision is made if there are any thumbs-down votes.
- 5.2.5 Meeting summary will document the decisions made. If you have questions after reviewing the summary, contact the project manager and determine the course of action, such as to bring questions to the team for discussion again.

5.3 Remedies

In the event consensus cannot be reached, parties will:

- 5.3.1 Clarify the issue that will be voted on including wording and what actions will be taken if the issue passes or fails.
- 5.3.2 Distribute the above information via email to all members of the Representative group including an announcement that the issue will be voted on at the next meeting.
- 5.3.3 Accept absentee votes of Representatives.
 - 5.3.3.1 Representatives who are not able to attend a meeting where a vote will occur may:
 - 5.3.3.1.1 Email their vote and comments to a Representative prior to the meeting in which the vote will be held. The vote and comments of the absentee party will be reported and recorded at the meeting.
 - 5.3.3.1.2 Send a representative to vote.
 - 5.3.3.1.3 Abstain from voting on the issue.
- 5.3.4 The current facilitator calls a vote at the next meeting.
- 5.3.5 Record: the reason for a vote being called, issue being voted on, count and result.
- 5.3.6 If all of the above remedies fail, the matter shall be submitted to mediation with the GBA 6100 faculty.

5.4 Email and Phone

Decisions which must be made between meetings may be made over email or phone. It is the responsibility of the member calling for a decision to clearly state the problem, the options, the decision being requested and the deadline for feedback or a vote. It is the responsibility of the member calling for a decision to make their best effort to contact all members of the collaborative.

6. Discussion Guidelines

The team members will extend personal courtesies to one another. The contents of this section are to create an opportunity to be heard with the intention of encouraging the free and open exchange of ideas, views, and information prior to achieving consensus.

6.1 Openness

- To other points of view



- To outcome
- To all representatives

6.2 Listening

- Focus on each speaker rather than prepare your response
- No interruptions

6.3 Fairness

- Speak briefly
- Everyone participates

6.4 Respect

- Disagree without being disagreeable
- No personal attacks

6.5 Commitment

- Prepare for each session.
- Attend each session.
- Honor the agenda and make agenda changes with the whole group.
- Begin and end on time.
- Get up to speed if failed to attend.
- All parties agree to act in good faith in all aspects of the group deliberations, to conduct themselves in a manner that promotes joint problem solving and collaboration, and to consider the input and viewpoint of other participants.
- Members agree not to use specific offers, positions, or statements made by another member during non-public discussions for any other purpose not previously agreed to in writing by the Members involved.
- Personal attacks will not be tolerated.
- Negative generalizations are not productive and have the potential to impede the ability of the group to reach consensus.

7. Schedule and Milestones

The Planning Process is based on an ambitious schedule. All Scuderia Ferrari members must recognize that they are a part of the study and data collection effort. All agree to use existing information whenever possible, to streamline necessary data collection efforts, to allocate financial resources carefully, and to work diligently to make the following schedule and progress possible:

7.1 Meeting Objectives and Process

Planned Scuderia Ferrari Meetings – Meeting Objectives and Target Dates		
Meeting Objectives and Process	Meeting Title	Target Dates
Establish leadership, commitment, SF objectives and structure: <ul style="list-style-type: none"> • Introduce Participants and process • Ensure project understanding and commitment to listening • Begin to establish SF Criteria 	[Introduction] Scuderia Ferrari Consulting Firm	October 31, 2007 (7:00pm – 8:00pm)
Define and refine SF website design: <ul style="list-style-type: none"> • Website integration with other team member websites • Create a basic framework for the website • Define a conclusive design agreement 	Website Design	November 3, 2007 (2:00pm – 3:00pm)



Present and discuss website [Draft]: <ul style="list-style-type: none"> • Make necessary amendments • Develop questions to be asked to professor. • Introduce new ideas to the team. 	Website Design	November 5, 2007 (7:30pm – 8:30pm)
Organize Project folder: <ul style="list-style-type: none"> • Create a Project folder to include all the necessary items • Include the following Letters as assigned: <ul style="list-style-type: none"> ○ Letter of Authorization ○ Letter of Transmittal ○ Operating Agreement 	Project Folder	November 7, 2007 (7:45pm – 8:00pm)
Define and refine Formal Paper: <ul style="list-style-type: none"> • Define 20 sources (3) academic. • Assign sources evenly amongst group members. • Refine the quality of sources to ensure proper research etiquette. 	Formal Paper	November 10, 2007
Present and discuss Formal Paper: <ul style="list-style-type: none"> • Present Formal Paper to respective coordinator to proof and analyze. • Ensure proper format prior to finalizing Formal Paper 	Formal Paper	November 12, 2007
Define and refine Final Presentation: <ul style="list-style-type: none"> • Define location, equipment and attire which is concurrent with guidelines for Final Presentation • Edit and format the video in accordance with guidelines [CD] 	Final Presentation	November 15, 2007
Present and discuss Final Presentation: <ul style="list-style-type: none"> • Discuss any changes that need to be made to the presentation. • Analyze areas of interest and ensure the CD works as intended. 	Final Presentation	November 17, 2007
Submit Formal Paper to Professor for Evaluation. Submit Final Presentation [CD] for Evaluation.	Project Submission	November 21, 2007
Request Peer review: <ul style="list-style-type: none"> • Partner Team's Draft Paper w/Comments 	Peer Review	November 28, 2007

7.2 Major Deadlines

Major Deadlines		
<u>Deadlines</u>	<u>Assigned Member</u>	<u>Target Dates</u>
Operating Agreement	Gautam Mehta	14-Nov-07
Letter of Transmittal	Gautam Mehta	14-Nov-07
Website – 2 Paragraphs (INFORMATIVE)	Preston	13-Nov-07
Website – 2 Paragraphs (PROBLEMS)	Tony	13-Nov-07
Website – 2 Paragraphs (BENEFITS)	Ioanna	13-Nov-07
Formal Paper – Finding 5 sources	All Members	13-Nov-07
Formal Paper – Write 2 pages	All Members	15-Nov-07
Formal Paper – Write 2 more pages	All Members	17-Nov-07
Formal Paper Compiler/Organizer	Peggy	19-Nov-07



Final Presentation	All Members	20-Nov-07
Grading Partner Team's Formal Paper	Peggy/Gautam	?

8. Reviewed and approved by:

8.1 Agreement and Acknowledgement

In witness whereof, the members of this team sign and adopt this agreement as the operating agreement of this Team being of sound mind and body and fully aware of any responsibilities that might be demanded of them.

Gautam Mehta [*Project Manager*]

Date:

Preston Jenkins [*Research Coordinator*]

Date:

Peggy Zelaya [*Formal Report Coordinator*]

Date:

Triet Nguyen [*Website Coordinator*]

Date:

Ioanna Dragoumaniotis [*Presentation Coordinator*]

Date: