Read Chp. 8, pp. 519-547.

Chapter 8 Discussion Questions:
1. Using the four types of development teams in Figure 8-1, which type most accurately characterizes the MEI 2010 effort? Which type do you think would have been most appropriate for this effort and why?

2. Consider an organization that has recently moved from a functional structure to a lightweight team structure. Why might they tend to jump to an autonomous structure/team for major (breakthrough or platform) projects, rather than pursuing the heavyweight option? What are the pros and cons of using the autonomous team structure on a project ideally suited for a heavyweight structure?

3. What risks do you think senior management would most need to guard against when moving from a lightweight to a heavyweight structure? Use the Motorola Bandit pager example to illustrate the specifics of those risks and their potential impact.

4. The illustration of the integrated circuit needed by Teams A and B at the computer firm points out fundamental changes in individual behavior that are needed to make heavyweight teams effective. What are some of these changes? Do you think senior management should have gotten involved? Why or why not?