

## Case Study 2

### The Board Meeting



#### Learning Goals and Objectives

- 1) Examine the challenges of managing a team
- 2) Examine different leadership styles
- 3) Evaluate the performance of a person or team
- 4) Value the integrity of a manager
- 5) Analyse the strategy employed to take a unit forward
- 6) Explore practices that may lead to a company's growth
- 7) Value how such practices may be instilled in the short and medium term in practice
- 8) Appraise a computer engineering management situation
- 9) *Scaffolded Goal:* Present proposals in a board meeting and discuss company strategy

#### Overview

This assignment consists of 3 parts;

- 1) **Part A: The preparation phase (4 hours):** students are assigned their individual task as a form of preparation for the board meeting and are to prepare a board meeting report.
- 2) **Part B: The Board Meeting: live role play and discussion activity (6 hours):** each student is to present what they prepared in the preparation phase during a role-play board meeting. The students need to critically analyse what is presented and prepare a group report in the form of the minutes of the meeting.
- 3) **Part C: Reflection Discussion (4 hours):** Students reflect and discuss a list of questions. A group report about the activity will be submitted by the group a few days after the activity session.

#### Instructions

- 1) Revise the lecture material discussed in the sessions to date.
- 2) Read the general instructions below.
- 3) Read the individual role instructions assigned.
- 4) Search and read about how to conduct a board meeting.
- 5) Search and read about how to write a board meeting report.

- 6) Search and read about how to write minutes of a meeting.
- 7) Cite any relevant sources and draw up a list of references and a bibliography at the end of the document.
- 8) Include a signed plagiarism form at the end of each submission.
- 9) The use of generative AI tools is allowed for this assignment. Make sure these are adequately acknowledged in the report.
- 10) Each student is to submit an individual board meeting report addressing the questions related to his/her individual assigned role in preparation of Part A. Students are to refer to the instructions of their individual role. Indicative length for Part A is 800 words.
- 11) Each group is to submit a joint report addressing the questions related to Parts B and Parts C below. The report should be a reflection of the reflective discussion exercise done during the activity session. At the end of the joint group report, a detailed explanation of the contribution of each and every student is required. Indicative length for Part B and Part C combined is 3000 words.

**NB: Students are recommended to focus only on their individual role for part 1.**

### **Submission**

The submission is to be in pdf format through the VLE and named:

For Part A: Surname.Number\_Case.Study.Number\_Case.Study.Name

For Part B & Part C: Group.Number\_Case.Study.Number\_Case.Study.Name

Kindly ensure that your name is clearly visible on your individual and group assignments.

### **Rules for Group Tasks**

*Students are obliged to contribute to the assignment equally. Free-riding, or taking over the assignment are not permitted. Reports in this regard are to reach the lecturer via email before the assignment deadline. Changing of assigned groups is not permitted. Splitting of the group is permitted up to the assignment deadline provided the lecturer is notified via email and all group members are kept in cc. In such cases, the assignment must still be submitted in full by each subgroup by the assignment deadline. The lecturer has the prerogative to ask for supporting documentation in cases of conflicting claims and requests.*

### **General Overview**

It is three weeks after the events of Case Study 1. The family has agreed to contract Steve as interim CEO for three years and Steve has accepted to take on the assignment. Steve has set things in motion to organise the family business into a company. John will now be chairing the board of non-executive directors that includes Jane, Sam, Chris and Julie as board members.

Steve will be the interim-CEO and will have Sam and Julie solely as observers with him for the first 6 months of the business. After 6 months, Sam will become executive managing director of the Computer Sales Division reporting to Steve whilst Julie will become executive managing director of the Computer Engineering Division reporting to Steve. At month 12, the board of directors will re-evaluate the status of the company and the performance of the two divisions and provide feedback to Sam and Julie. At month 18, the board will decide whether Sam or Julie will retain their managing director status. Furthermore, the board of directors will decide whether Steve will retain the CEO position or whether Sam or Julie will take on the role of CEO.

### **Live Role-Play and Discussion Activity**

#### **Part A – Board Meeting Report**

Students are to follow the instructions assigned to their individual role in a board meeting report.

#### **Part B - Role-Play - The Board Meeting - 2 hours**

John is to organise the Board Meeting in which:

- 1) Steve presents his plan for the company (basically 'a' to 'h' of his individual task). The plan will be communicated as a discussion without slides. – 15 minutes
- 2) Sam presents his plan for the Computer Sales Division once he takes it over (basically 'a' to 'h' of his individual task). The plan will be communicated as a discussion without slides. – 15 minutes
- 3) Julie presents her plan for the Computer Engineering Division once she takes it over (basically 'a' to 'h' of her individual task). The plan will be communicated as a discussion without slides. – 15 minutes
- 4) John presents his analysis of the leadership skills of Julie and Sam as well as how he proposes the monitoring of Sam and Julie's performance (basically 'a' to 'h' of his individual task) – 15 minutes. You are to pretend that John's presentation happens in a board meeting in month 9.

After each presentation, John is to coordinate a 15-minute discussion of the proposal. The discussion needs to be a critical analysis of each of the proposals. The criticism needs to be objective and constructive. Ideas may also be proposed. All members must participate in each of the discussions. However, during the discussions:

- i) Sam must be very critical of Julie's presentation (since he wants to show he is better than her)
- ii) Julie must be very critical of Sam's presentation (since he wants to show he is better than her)
- iii) John must be very critical of Steve's presentation (since he wants to ensure that his company succeeds)
- iv) Steve must be very critical (albeit diplomatically) of John's presentation (since he wants to show that he is very experienced in management)

Students must clearly indicate what they agree with and what they disagree with and presenters need to justify their decisions. John is to ensure that the Board meeting does not exceed 2 hours 15 minutes in total. Each board member needs to take down the minutes of one presentation and one discussion. The minutes of the presentation need to be in point form and very short. However, the minutes of the discussion, whilst still being synoptic, need to be detailed including all criticisms, suggestions, ideas, points etc of all members. These minutes will form part of the deliverable report of this assignment. John as chair is to collate these minutes into one report.

### **Part C - Reflection – 1 hour**

Students are to remain in their groups and are to reflect and discuss the individual role play i-l:

- 1) What did Julie decide to do about the leak of confidential information in Sam's team? Discuss what she should have done? Why?
- 2) What did Sam decide to do about the software bug in Julie's product? Discuss what he should have done? Why?
- 3) What did Steve decide to do about the conflict? Discuss what he should have done? Why?
- 4) What did John decide to do about monitoring Sam and Julie? Discuss what he should have done? Why?

***At this point, the lecturer will make an announcement.***

- 5) Discuss the consequences of the announcement.

6) At month 18, after Julie's and Sam's activities, the staff are starting to lose motivation and are starting to leave the company. Amongst many other reasons, the staff are overworked and burnt out. Reflect and discuss what Julie and Sam should do to motivate and retain their staff. What should Julie and Sam have done to avoid the situation precipitating to this situation? Why should Sam and Julie care about retaining their staff?

7) At month 18, both Julie and Sam are proud to announce that they have reached the goals they set in Part A above. Considering the events of the board meeting and of the announcement the board is to decide whether Julie, Sam and Steve should retain their roles, whether they should be demoted or whether Julie or Sam should be promoted to CEO. What are the different opinions of how the senior management should be structured? What are the advantages and disadvantages of each option? On what basis should the board decide? What is the final decision?

Students are to write down their reflections and discussions in a group report.