

# ICT3007: Management of Computer Engineering Projects

## Case Study 1 - Succession Transition and Company Turnaround

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### 1 Part C: Reflection

#### 1.1 1. What did Julie decide to do about the leak of confidential information in Sam's team? Discuss what she should have done? Why?

What was done:

- Julie decided to confront Sam directly about the leak of confidential information in his team.
- She decided not to escalate the issue to the board
- To avoid damaging Sams reputation and her own.

What should have been done and why:

- Julie should have spoken to Sam in private about the leak of confidential information.
- She should have convinced and advised him to discuss this issue with Steve and John possibly at a board meeting.
- Since the leadership dynamic is small and still a family dynamic there shouldn't be reason to not discuss this issue with the board.
- No ones reputation should be damaged if the issue is discussed in a professional mannerr.

#### 1.2 2. What did Sam decide to do about the software bug in Julie's product? Discuss what he should have done? Why?

What was done:

- Sam decided to confront Julie directly in a sincere manner.
- He should explain the situation and the consequences of the software bug.
- This would allow Julie to fix the issue before the launch.
- After the bug is fixed, in the next board meeting, Sam should discuss the issue with the board.
- Applauding Julie for her work and the quick fix of the bug.
- Also shining light on his ability to see the bigger picture and help the business even outside of his departmental responsibilities

What should have been done and why: Agreed with the actions taken by Sam.

- 1.3 3. What did Steve decide to do about the conflict? Discuss what he should have done? Why?
- 1.4 4. What did John decide to do about monitoring Sam and Julie? Discuss what he should have done? Why?

What did John do:

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What should have been done and why:

## 2 Post Announcement

### 2.1 5. Discuss the consequences of the announcement

- True John's actions Julie and Sam now know how each other would react in similar situations.
- This might bring them to trust each other further.
- The announcement makes John seem unreliable, as he does not respect the family values that he preached and enforced.
- Although it might have been a lesson for Sam and Julie, it evoked a disturbing scene that they had to tackle during operation.
- Steve will see this action from John as unprofessional. There would have been other ways to test their leadership principles. Without going behind their back and causing drama.
- Steve might be taken a back from John's actions and might reconsider his position in the company.
- Although the concept of John's actions might have been to test Sam and Julie, it was not the right way to do so.
- The announcement might have caused a rift between the family members.
- OpenAI. (2024). *ChatGPT: Language Model by OpenAI*.  
This tool was used to formalise bullet points and questions about the preparation- and evaluation-phase.
- Learnexus. (2024). *Elevate Your Training: Effective Role-Playing Techniques for Managers*  
<https://learnexus.com/blog/effective-role-playing-techniques/>
- Yale. (2024). *Case Study Basics*  
<https://som.yale.edu/case-studies/approach/case-study-basics>

### 2.2 6. Motivating the staff

- Coming up with revised mission and vision statements.
- Workload management. We can see if we can distribute tasks better and schedule them better. (to address burnout)
- Development of a talent team, allowing particularly keen personnel to bring up new product ideas.
- Team building activities: dinners, sport events, etc.
- Improving the feedback system. (360 degree feedback)
- Speak to employees more often and check-in on them more frequently.
- Democratic leadership style can help employees to feel like they have a voice within the company.
- Encourage Julie to involve her team more frequently by delegating important tasks so that the team can feel more involved.

## 2.3 7. Role Changes and Responsibilities

Option 1: Everyone keeps their current roles and responsibilities.

Advantages:

- If things are going well, they likely will remain that way.
- No need to retrain or rehire.
- No need to change the company structure.

Disadvantages:

- Family might not be comfortable with Steve remaining in such a powerful position.
- Steve likely wants to retire soon.
- Sam and Julie are ambitious and might want to take on more responsibilities.

Option 2: Steve remains on the Boards as a non-executive director. Sam becomes the CEO and Julie becomes the CTO.

Advantages:

- Steve can still be involved in the company, so he can still use his experience to help the company, as well as Sam and Julie.
- Sam and Julie can take on more responsibilities.
- Steve can mentor Sam and Julie.
- Julie can use her technical knowledge to a better extent.
- Sam can use his leadership skills to a better extent.
- Julie can still help Sam with the technical strategy, but Sam now has enough experience and mentorship to make the final decisions.

Disadvantages:

- Julie might be unhappy with the decision.
- Steve might not be able to let go of the company.
- Sam might not be ready to take on the role of CEO.

Option 3: Steve retires, and Sam and Julie jointly take on the role of CEO.

Advantages:

- Sam and Julie can work together to make decisions.
- Sam and Julie can use their skills to make the company more successful.
- Steve can retire and enjoy his retirement.'
- Sam and Julie can learn from each other

Disadvantages:

- Sam and Julie might not be able to work together.
- Steve might not be able to let go of the company.

- Disagreements might halt decision making, making the company less efficient.

We opted for the second option as this would allow Steve to still be involved in the company, while Sam and Julie can take on more responsibilities. Steve can mentor Sam and Julie, and Julie can use her technical knowledge to a better extent. Sam can use his leadership skills to a better extent. Julie can still help Sam with the technical strategy, but Sam now has enough experience and mentorship to make the final decisions.