

Case Study 2

The Board Meeting

Individual Role Instructions

Sam

You are to become the managing director of the Computer Sales Division initially under Steve who is interim-CEO. Recall that you are very ambitious and keen on taking over the business and understand the operation of the business very well. You love interacting with people and you have excellent people skills. However, deep down you know that you have limited insight and business acumen and don't really have experience in founding or running a business. You want to impress the board of directors and show them that you are the right person to run the Computer Sales Division.

List and describe briefly the things you plan to do in:

- a) the first 48 hours of running the business.
- b) the first week of running the business
- c) the first month of running the business
- d) the first six months of running the business
- e) The first year of running the business
- f) What leadership style should Sam employ?
- g) How should he liaise with Julie and the Computer Engineering Division?
- h) What are your first requests going to be to the board?

After 6 months in your new role, you realise that Julie is trying to impress the board by launching a new product. A friend of yours works in the Computer Engineering Division and tells you that there is a serious software bug that Julie is not aware of. Your friend refrains from telling Julie. If undetected, the bug will most probably cause the launch of the new product to flop and this will have terrible repercussions to the division that Julie runs.

The next Board meeting is in two days' time. List the advantages and disadvantages of

- i) Warning Julie directly
- j) Not warning Julie or anyone
- k) Warning the board of the problem in the next board meeting

l) After considering the advantages and disadvantages, what do you think you should do?