

## Case Study 2

### The Board Meeting

#### Individual Role Instructions

#### Julie

You are to become the executive managing director of the Computer Engineering Division initially under Steve who is interim CEO. Recall that you are finishing your Bachelor in Computer Engineering. You are largely in-experienced but you are highly intelligent and insightful, you demonstrate strategic business acumen, and you are street wise. You were also managing director of a student-based company in the Junior Achiever Young Enterprise Competition that won the local competition. Deep down you know that you would be fantastic at leading the family business. You have so many ideas on how to solidify and expand the sales and repairs business and you are also bubbling with ideas on how to take the computer engineering operation to new heights. You also have a dream of setting up a software house and a computer infrastructure operation. However, you feel that your people skills are weak and so are your emotional skills. You fear that this will diminish your effectiveness as a leader.

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

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

The next Board meeting is in two days' time. After 6 months, you figure out that Sam is trying to impress the board by organising a new marketing strategy that will increase the sales of the Computer Sales Division. However, a friend of yours who is working in Sam's team tells you that one of the managers under Sam's direct supervision is channelling sensitive confidential business information to one of the competitors. This will undoubtedly wreck Sam's efforts and will most likely adversely affect the business as a whole.

List the advantages and disadvantages of:

- i) Warning Sam directly
  - j) Not warning Sam 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?