

SCENARIO 1.

Select a leader as a representative from main office and rest of the students participate as managers of given franchises. Read the background first, then divide roles, prepare a meeting and follow tasks demanded in the end.

THE BACKGROUND

You are one of the most trusted and respected individuals in a national car rental company. Your CEO asks you to help him address major systemic problems that affect the company's profitability and threaten its future viability.

The company consists of hundreds of car rental outlets nationwide. Some of the outlets are owned by the company and some are semiautonomous franchises managed by independent operators that are supposed to follow basic standards, maintain financial performance, and remain accountable to the company's head office. Unfortunately, The Local managers have come to resent the national office and see it as a necessary evil.

As a result of this free-for-all situation, the following problems have emerged:

- _ Customer service levels have been vastly different from location to location.
- _ Customer complaints have been on the rise, leading to embarrassing media coverage.
- _ The Company's reputation has been suffering.
- _ The competition has been gaining ground and the company's profit levels have been declining.
- _ Staff morale has been low. With a highly competitive labor market, the company has been losing valuable staff, and this has led to disruptions and lack of continuity at local operations.
- _ The number of complaints about sexual harassment has been increasing. The company has been the target of costly lawsuits too.

TASK

Specifically, your CEO asks you to complete a "quick and dirty" consultation program with local managers within one month, and prepare a solution to what he calls "gross insubordination and corporate malaise."

(Time: Agenda creation 10 minutes, preparation 15 minutes, presentation 10 minutes)

Work in group and prepare a meeting based on given situation:

- 1. In your group, develop a meeting agenda and submit it.**
- 2. Prepare and present the whole meeting in front of the class**

SENARIO 2.

Select a leader as a representative from the government and rest of the students participate as stakeholders from different agencies. Read the background first, then divide roles, prepare a meeting and follow tasks demanded in the end.

THE BACKGROUND

A government agency is preparing to establish a ten-year plan for designating and maintaining public parks in your area under its jurisdiction. As a representative, you are asked to plan and facilitate a stakeholder consultation program/meeting, intended to integrate stakeholder input into the ten-year plan. The first component of the consultation program was a meeting of the stakeholders. Attendees in the forum were to include stakeholders from government, affected industries (forestry, agriculture, and mining), environmental groups, and academic institutions.

There are several challenges and problems you need to discuss and find solutions including:

1. There are tensions between business stakeholders and environmental activists. Business is concerned that industrial opportunities could be curtailed by expanded parks. Environmental activists want to create more parks and had been involved in ugly clashes with industry in the past. Would people want to be in the same room with one another?
2. Several stakeholders are skeptical of the government agency's motives and doubt its sincerity in initiating this consultation program. Some see the entire process as a gesture of tokenism and did not think their input would be taken seriously.
3. It is a challenge to find effective facilitators who will lead the potentially emotional discussions effectively and make the forum beneficial.

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Scenario 3.

Select a leader as a manager Human resource department and rest of the students participate as H.R. specialists and the assistant managers. Read the background first, then divide roles, prepare a meeting and follow tasks demanded in the end.

THE BACKGROUND

You are the H.R. team for Fast University. The director has asked you to perform few tasks which are important for the success of the University. You are supposed to propose some of the recommendations to the director.

Task.

Role play a meeting in which you discuss the new H.R. Policy, you have to design to overcome some issues such as relaxing on arrival timings as your office is out of the main city. Moreover, you are supposed to decide on hiring some people for accounts and academics departments because the University has grown now and there is a huge Burden on existing staff. Therefore, you need to develop new rules for the existing and new staff to be hired. You need to decide on revising salary packages as well.

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Scenario 4.

Select a leader as prime minister and rest of the students participate as members of the cabinet. Read the background first, then divide roles, prepare a meeting and follow tasks demanded in the end.

You have just won the general elections for the federal government of Pakistan. You have elected your prime-minster (one person amongst the group). You have few challenges in front of you on which you have to make decisions. You have little sufficient money to spend on two of the issues only. The issues include: Firstly, the country is shaken by COVID-19, you have to allocate a good budget for all health related facilities for the whole nation. Secondly, India is mongering with war intentions, you have to look into your arms and ammunition. If possible, you may look for other solutions related to issues with India. Finally, the education system for your country is in worst condition, you have to spend a lot of money for education development.

Decide which two areas you should spend money on and give reasons for including these two areas and excluding the other areas.

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Scenario 5.

BACKGROUND

You are a local NGO named SABAH and your purpose is to support female entrepreneurship in fragile and conflict-affected regions such as the Kelash Valley. With the support of U.S. funding, you are supposed to work on a project called “**The Value of people and culture in Conflict.**” The project’s aim is enable women to develop and implement different projects and practices to generate sustainable incomes through training, utilizing local resources, peer-to-peer learning and knowledge exchange with other practitioners.

TASKS

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- 1. In order to receive the funding, you are supposed to develop a proposal including the kinds of female entrepreneurship trainings you will be conducting in the area. Mention as much as possible. Prove how practical and beneficial they are in the future.**
 - 2. What tailored solutions through inclusive and locally-led approaches you will suggest to support poverty alleviation.**

Scenario 6.

Background

Short-Term vs. Long-Term:

You are the board of governors of ABC company (decide on any kind of company). The company is not doing as well as planned. Immediate shut down of several research projects, investment plans, cancelling the MOUs (memorandum of understanding) and down-sizing will improve the company's profit and stock market price. On the other hand, the research is needed for future products and profits, and if situations get stable in future, you may need more people. Every decision has repercussions.

TASK

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Scenario 7.

Building a Consensus Among Stakeholders and suggesting options to resolve financial crisis.

Background.

A university is facing increasing costs and is considering revenue generation and cost-cutting options to address the problem.

You are appointed as the “assesses and suggestions committee” and your goal is to facilitate consensus building on what should be done to overcome this financial crisis. The committee’s consensus will be advisory in nature and will be presented to the university’s board of governors for approval. You are supposed to consult the stakeholders (people who will be affected in any manner such as students, financial officers, staff, community staff, experts from other universities, consultants etc.); ask their opinions and suggest the options that can help the university increase costs and generate more revenue while satisfying the opinions and feelings of the stakeholders too. In other words, in the form of the meeting, show who will be contacted and can be their responses. Based on the imaginative responses, develop a list of suggestions to the university authorities.

TASK

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Scenario 8.

BACKGROUND:

A Challenge to Ponder: The Merger

Company A and Company B decide to merge. The corporate culture of Company A is one of inclusion and empowerment. Teams are included in decision making and member input is valued and taken into account before corporate and team decisions are made. The culture could be described as “responsible corporate democracy,” whereby empowerment and accountability are maintained.

On the other hand, the culture of Company B is autocratic, and staff are used to being told what to do. There is little value placed on staff input, and managers are expected to “show leadership and make tough decisions” on their own. For the staff, the thought of “corporate democracy” is scary and uncomfortable. It would take quite an effort to get them to let go of the security and comfort of being “sheep.” They are very far from genuinely embracing the notion of being proactive participants in shared decision making.

The joint management of the merged company recognizes the value of staff empowerment, and decides that the predominant culture to move towards is that of company A.

TASK

You are asked to offer creative ideas on how to merge the vastly different cultures. What would be your approach, and what transition will you plan?

Can you come up with any other ideas on merging the two corporate cultures?

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