

### **The Missed Deadline: Whose Problem Is It?**

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#### **Abstract**

This critical incident takes place in the Philippine office of an engineering design consultancy whose parent company is British. The office is managed by expat UK managers and staffed with Filipino engineers. The incident is about a missed deadline that one of the managers has to deal with in the short-term as well as with the longer-term issues that the incident raises. The incident raises issues about culture, management style and personal communication.

#### **Learning Outcomes**

In completing this assignment, students should be able to:

1. Analyze the impact of cultural differences between the manager and the workers and the effects on a manager-subordinate relationship.
2. Evaluate leadership styles appropriate to different situations.
3. Construct an immediate action plan and a long-term plan that will address the issues raised by the incident.

#### **Application**

This CI is most appropriate for graduate courses in human behavior in organizations, leadership, and cross-cultural studies.

#### **Key Words**

human behavior, leadership, management style, cross-culture

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