

# Work break down



Case Analysis – Read the case study “ Decision Making at the Top: The All-Star Sports Catalog Division”. In a four to five page reaction paper, share your team’s observations. Draw some parallels to the readings in the textbook. Be sure to address the following questions: a. What is your assessment of the decision-making process at ASC? b. How does the process unfold? What are the critical stages, and who is involved? c. What is Barrett’s role in the process? How would you characterize his leadership style? - Leanne d. At the end of the case, Barrett faces three alternatives for improving the team’s decision- making process.

What should he do? Week 2 Schedule work. Complete a Work Breakdown Structure as described in this package. Continue to research the various strategies used to solve problems and make successful contemporary decisions. Prepare a team case study analysis that illustrates the potential consequences, uncertainty and tradeoffs involved in making routine as well as critical organizational decisions: Case Analysis – Read the case study “ Launching the War on Terrorism”. In a four to five page reaction paper, share your team’s observations.

Draw some parallels to the readings in the textbook. Be sure to address the following questions: a. What is your evaluation of the President’s initial response to the attacks? How do his early words and actions affect the War Cabinet’s decision-making process? -Leanne b. What are the strengths and weaknesses of the War Cabinet’s decision-making process? What is your assessment of the President’s leadership of that process? c. What role did Condoleeza Rice play in this decision-making process?

Do you agree with the way the President employed her during the deliberations? . What would you advise the President to do differently as he leads future decision-making processes with his advisers? What should remain the same? e. What are the implications of this analysis for business executives? Week 3 Research and present the role of conflict in productive decision-making. Conduct a thorough case study analysis that examines how psychological traps and personal biases negatively affect rational decision making and problem solving: Case Analysis – Read the case study “ Group Process in the Challenger Launch Decision (A)”.

In a four to five page reaction paper, share your team’s observations. Draw some parallels to the readings from this course and address the following questions: a. How would you characterize the broader context surrounding the January 1986 teleconference? What impact might that have on the team’s decision-making process? -Leanne b. Put yourself in Roger Boisjoly’s shoes. The teleconference is scheduled for tonight. What approach will you take with the team to get support for your perspective? What will you actually say during the meeting? c. What issues face Bob Lund?

What might he be concerned about in the teleconference meeting? If you were Bob Lund, what would you actually say during the meeting? d. What issues face Larry Mulloy? What might he be concerned about in the teleconference meeting? If you were Larry Mulloy, what would you actually say during the meeting? \*In addition to the case study analysis, please create a one page executive summary describing the current status of the team project. Submit the Word document to your instructor as an attachment along with your four to five page reaction paper.

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Week 4 Research ways in which teams can obtain consistently better results in their daily problem-solving responsibilities. Conduct a thorough case study analysis focusing on how a leader's personal values and ethics can affect their individual and group decision-making ability: Cases Analysis – Read the case study “ Mount Everest – 1996”. In a four to five page reaction paper, share your team's observations. Draw some parallels to the readings from this course. Answer the following questions: a. Why did this tragedy occur? What is the root cause of this disaster? -Leanne b.

Are tragedies such as this simply inevitable in a place like Everest? c. What is your evaluation of Scott Fisher and Rob Hall as leaders? Did they make poor decisions? If so, why? d. What are the lessons from this case for general managers in a business enterprise? \*In addition to the case study analysis, please create a one page executive summary describing the current status of the team project. Submit the Word document to your instructor as an attachment along with your four to five page reaction paper. Week 5 Examine and reflect upon your decision-making styles.

Analyze how this style can both positively and negatively affect your decision-making ability. Prepare a case study analysis where your team will ultimately assess and make recommendations to a senior manager on a proposed executive-level decision: Case Analysis – Read the Harvard Business case, “ Beech-Nut Nutrition Corporation (A-1)”. In a four to five page reaction paper, share your team's observations. Draw some parallels to the readings in the text. Be sure to address the following questions: a. If you were Andersen, what would be your assessment of the situation on June 28th?

If you were Storer? b. How difficult will it be for Andersen to handle the situation well? What are the sources of difficulty and who is responsible for them? c. What would you advise Andersen to do? -Leanne d. What do you think Andersen will do? \*In addition to the case study analysis, please create a one page executive summary describing the current status of the team project. Submit the Word document to your instructor as an attachment along with your four to five page reaction paper. Week 6 Examine and reflect upon potential environmental concerns and their possible effect on shareholder equity.

Prepare a thorough case study analysis focusing on how corporate leadership can effectively balance the prolonged success of the organization; while complying with a myriad of governmental regulations designed to protect the environment: Case Analysis – In a four to five page reaction paper on the Harvard Business case, “ StarKist (A),” share your team’s observations. Draw some parallels to readings in the text. Be sure to address the following questions: a. Do you believe the StarKist managers made the right decision? Why or why not? On what criteria are you basing your decision? b.

What other actions would you like to see StarKist executives take? Why? c. Did StarKist violate its responsibility to its shareholders by taking such a risk? Why or why not? -Leanne d. Did public ignorance (of marine ecology, of exactly what “ dolphin safe” might mean) cause StarKist to make this decision? Should corporate leadership “ bow” to public opinion? Why or why not? \*In addition to the case study analysis, please create a one page executive summary describing the current status of the team project. Submit

the Word document to your instructor as an attachment along with your four to five page reaction paper.

Week 7 Craft a creative PowerPoint presentation targeting your corporate senior staff that summarizes and incorporates all the project pieces. It should include knowledge gained through all previous work (including any improvements suggested by your instructor) but it must also provide the following: 1. Two introductory slides that set the stage for the overall team approach used to formulate your decision (the general process your team used to choose this particular idea). -Leanne 2. At least two slides for each of the five decision-making steps illustrated in the book

Decision Making: 5 Steps to Better Results. This ten slide set should clearly demonstrate how you used each of the five steps to make your final decision (the specific methodology used to develop the proposed new program). 3. Two potential impact slides which thoroughly “sell and support” your recommended decision (a convincing and persuasive final argument as to why you think your idea should be adopted). 4. A one to two page executive summary in support of each slide you present which will be given to the members of the Executive Council.