

Case study and case study analysis



Part 1

Challenging situation

The company decided to launch a project that involved the installation of the latest technology that will enable employees and managers of the company to communicate. This was considered to be a vital project as it would enhance communication and efficiency in the company. The installation of the software would enable managers and other employees to know what the other branches are up to and how they are progressing. There were however some issues that were connected to the installation of the system. This was both to do with the cost of the projects and issues of training employees to use the machine. The management was also contemplating on not only the benefits but also the side effects that will be associated with the same. This will mean that all employees will have access to the internet as it is the basis in which the system will be effective. There were fears of how much time the employees may use the internet and whether it will affect of the quality and quantity of work they do. There was hence a need to measure between the benefits that will accrue with the proper use of the system and the likely disadvantages of the same. This would ensure that the company makes an informed decision that will benefit the company.

The company management was holding a meeting to decide on the final step to take. The costs of installing the system had already been estimated and it was just about time that it would be implemented. Even though the costs were high, it was considered the best thing to be done by the company especially in this age. There was also the issue of training employees on how

to use the system, which would take quite some time. The company decided that it will facilitate the project in phases to test how effective it would be and if it will have positive impacts on the company. Due to many other unseen circumstances like how to regulate on the use of the internet in the office and how the project will enhance networking, the management decided to implement the first phase in the main branch of the company. It would not cost a lot to install it due to the fact that most of the employees were at par with technology and that it was much more needed in the branch than any other place. After the installation of the system, employees will use it for a period of not less than four months to test on how efficient it would be.

There was a conflict of interest on the same as some managers claimed that the affectivity of the system will not be tested well if it were only used in the main company. Its essence was to enable employees monitor what other employees in other branches were up to and unless other branches are involved, the test will not be successful. Other managers however insisted that the first test was to see how the employees use the system and whether the quality and quantity of their work is effective (Bolman & Deal, 67). Any other branch of the company would have been considered but since all decisions are first implanted in the main branch, it would be better if the system was first installed there. Using the main branch as a sample to determine how effective it would be in other branches was also considered incorrect, as it would not give satisfactory results. They may use a small group to implement decision that may not necessarily be right.

Part 2

The problem

The problem that was being faced by the company was to strike a balance between testing the project and how it will be tested to produce positive results. Since it was a new technology, there was no telling on how it will be effective unless it is tested. The company did not want to spend a lot of money in the testing process as they did not know how it will turn out. On the other hand, if they had to get satisfactory results, then they would need to spend more. The company had to devise a strategy that would ensure it gets satisfactory results without having to spend a lot of money.

Solutions

In obtaining the best solution to the problem, the company decided to implement the project mainly among the managers of all company branches before it was reflected on other employees. It would be easier to train managers and monitor on how they used the system. Managers from each department were to get their machines upgraded with the technology and be taught how to use it to communicate with other managers either within the branch or outside. In the initial stages of its implementation, the managers were required to use the new system only twice a day, in the morning and evening. This was also due to other responsibilities at their disposal, which required them to supervise and manage other employees. In the mornings, they were to update the other managers on what they have planned for the day and how they desire to fulfill their targets. They were to also report on the attendance of their departmental employees and how they desire to network during the day to reach their desired target. The entire process

would not take more than an hour especially if they have mastered how to use the technology.

The other updates by the managers were to be done in the evening shortly before they leave work. Here, it required a great deal of sacrifice from the managers, as they were to update it once they are through with the daily activities. They would spend some few minutes interacting with other managers especially from other branches and in similar department. Here, they were to share on the challenges they had during the day and how they are finding the responsibility. After the interactions participants were to give a comprehensive report on the particular activities done on that day as well as the accomplishment of the set targets. They were also to highlight what made them not fulfill the targets and how they desire to solve the same. If the targets were met, they should also highlight some of the reasons that facilitated their success (Bolman & Deal, 57). They were also to give a general report of how they worked with their employees, that is how cooperative they were and whether they worked as a team or not. After giving the updates, they were to go through other reports from other managers from similar departments. It was not necessary for them to go through all the reports but they were at least to read three before they left their offices.

This procedure was to go on for a period of three months to see if it is causing some positive results. The company hired external evaluators who would go through the reports of the managers and how they used the system. This would enable them test how the managers have mastered it and whether they are appreciating its use. Managers were also to be

interrogated on a personal basis on how they find the system, whether it is strenuous to them, and whether they are learning something from their managers. Training of the managers on how to use the system would take an average of one month. They were also to be tested on how much time they spend giving their reports and how the trend continued for the three months period.

Conclusion

In testing and implementing the project, the company had to take note of the different employees and managers that it had. Managers were to be cautioned against giving reports that touched on personal matters of the employees. They were only to give information pertaining to their general performance. However, if they had any personal problem with an individual employee, they were to contact the manager in-charge for necessary action instead of posting them on the system (Bolman & Deal, 145). They were also to avoid providing personal information like quoting a name of an employee or making any personal remarks. The system was to be used for professional purposes only and no informal language or dialogue was to be allowed.

Managers were also reminded to enhance the security of company information by ensuring that their login details were not revealed to anybody else.