

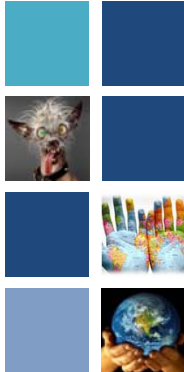


Board Cases

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APES

“The ones who are crazy enough to think they can change the world, are the ones that actually do”

Anonymous



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How the Case Studies Will Operate

- Real Life Situations
- Schedule
- Cash Prizes
- Cooperative Case
- Corporation Case
- Winning Cases - Presentation

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These are your Guidelines that should be followed for Board Case Activities

1. You are a member of a board of directors for a cooperative or a corporation.
2. You have a chair and a secretary, whom you elect from among yourselves.
3. Guidelines for each, we will go over.
4. All others at your table are members of the board of directors of your company.

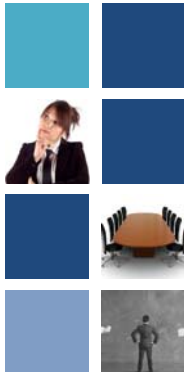
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Additional Guidelines

- Your chair will conduct board meetings and is in charge of the board at all times.
- Your secretary performs duties as indicated in the guidelines, and as directed by the chair.
- Normally, the manager or president is selected by the board of directors and serves in the capacity of chief executive officer of the company. For purposes today, you should assume that this position is not filled.
- Any financial statements or information provided to you in the folder will not apply to your board case.



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Board Cases

- It is important that all board members be present and alert at all sessions!
- Total Group Participation is important in scoring.
- Use your mind and your imagination in determining outcomes, consequences, alternatives, and situations.

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The Job of the Chair




- We are **NOT** concerned here with the Rules of Parliamentary Procedure.
- Our concern is with the **CONTENT** of the board cases and with each board's systematic approach to making good business decisions.
- We will be interested in the **punctuality and participation of all board members throughout the allocated time.**
- The chair is in charge of the board during all hours when we are in the time designated for the Board Cases.

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THE CHAIR

- Keeps the board "on track" as it deals with assigned board cases
- Encourages each board member to contribute ideas and suggestions
- Does not permit any one person to dominate the discussion, just because he or she may be more inclined to talk than others
- Uses tact and diplomacy in guiding the discussion
- If the chair feels that the board needs additional information, the chair will ask for it by contacting the leader in charge
- Sees that the secretary records the official action taken by the board as it relates to the board case and on each step in the problem-solving procedure
- The chair is directly responsible for making sure the board case is ready to be submitted on the exact time and date due.

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The Chair

"Success isn't just about what you accomplish in your life; its about what you inspire others to do."
Unknown









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THE JOB OF SECRETARY




- Listen and make the correct record of the actions taken by the board.
- In our situation, the secretary also contributes ideas and suggestions to the discussion, and votes when a vote is taken on an issue.
- The position is that of both a director and a secretary of the board. Often there may be a person present in a board meeting who acts only as the secretary and who is not a board member.
- **Again, the secretary's primary task in the board meetings here is to make a record of the actions taken by the board.**

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The Job of the Secretary




- For the board case assigned to the board of directors, the secretary:
- Uses the forms provided to guide the actions taken by the board - each step of the 5-step procedure must be followed.
- Keeps a written copy of the resolution for the board's record, and for use by one member of the board in reporting its action on a particular case.
- (Regardless of which board member makes the presentation, if a question or challenge arises - as from some other board, this is directed at the BOARD and not necessarily to the individual who is reporting. The chairman may respond, or may ask some other board member to respond.)

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THE FIVE STEPS IN MAKING A BUSINESS DECISION

- **STEP 1: Develop a clear picture of the SITUATION.**
- This is not merely restating facts. Use realistic imagination. Interpret the facts. You can never get all the facts for any given situation. You are trying to get a mental picture of the situation being studied.
- **Step 2: Diagnose the problem properly.**
- This consists of three phases:
- Sharpen the objective or goal. "What result is desired?" "What are we trying to do?"
- Identify the obstacles. "What things stand in the way of our getting the desired results accomplishing the goals?"
- What limits exist within which we must operate?






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Decision Making Process Continued

Step 3. List the Promising Alternatives

In some situations there may be several good alternatives. Your final decision, however, can be no better than the best of the alternatives you consider. This is the stage to encourage creative thinking. Keep in mind what you are trying to accomplish.

Step 4. Project the Consequences of each alternative

This is the analytical phase. What is each expected to contribute to our objective or goal identified in our diagnosis? What key factors do we use? What will happen if we select this alternative? What is the likelihood of its happening? What is its relative desirability?


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Decision Making Process

- Step 5: DECIDE on the course of action to take.**



No board decision is "automatic."

- There is always the element of judgment; else the problem is a technical one and not a management problem.
- Often you are balancing one alternative against another or one factor against another.
- You have to consider uncertainty, timing, difficulty, expense and many other factors in any realistic situation.



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REaDy for the CASE Studies.....

ARE YOU READY?

READY **ARE YOU READY?**

ARE YOU READY?

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