

astrotech

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Question 1

There are several key facts and critical issues presented in the case. First, Astrotech is a big corporation that has already acquired a small fuel system manufacturing company as a way to 'test waters' and determine whether it was the appropriate product line that is needed to add to its portfolio. Jim McGee who is handpicked in leading the new fuel system division is a quality engineer manager having worked for the company in another division for quite some time. It is evident that after Jim has arrived in the new facility, the previous owners of the system had not adhered to the standards for quality control. This aspect made the products produced putting the safety of the customers in jeopardy. Jim also came to realize that George Phalen was in search of this assignment to start his corporate career with Astrotech. Launching his corporate career Phalen placed in place unreasonable goals and expectations for creation, production design and sales. Hence, Jim realized that if in any case, he was going to put the appropriate quality controls in place, then his department would not meet the required marketing objectives anytime soon. As a result, it led to a long internal struggle between McGee and Phalen since he was not at all willing to compromise his position regarding quality while on the other hand, Phalen was not willing to interfere with his profit goals. For that reason, at the end of the day after several fruitless attempts to sabotage Jim's work, the leadership concluded that he had to leave and return to his previous duties with Astrotech.

Question 2

Alleviating the conflict between Phalen and McGee, it is clear that this is a simple task. The conflict between the two was as a result of both unwilling to interfere with their positions.

According to Jim, he fully believed that the most crucial goal of the new division was aiming at putting the quality control processes in place as a way to make sure that safety aspect of all the products the company produced was guaranteed. On the other hand, Phalen held to the belief that rising in the ranks of Astrotech was the only way to meet the various aggressive goals and come up with a profitable division. Besides, he found it hard to understand Jim's insistence to improve control quality measures because the previous owners lacked any catastrophic failures to his knowledge. On the other hand, Jim severally made an effort to make the new marketing director and the current one understand that they were never to meet the sales goals if they failed to meet the quality control requirements. Going through the case is evident that no matter how Faraday and Phalen insisted that Jim should do away with his quality standards but he always refused forcing the engineers to work for 7 days a week as a way to meet the objectives at the same time maintaining quality. The common aspect of the conflict between the two is that Jim may have been successful only if he used an approach that would resonate with Phalen. Jim was supposed to undertake research on similar companies that had behaved unethically and the price they paid as a result of the same which could have been a good way to make Phalen understand the risk he was undertaking. On the other hand, Phalen could have considered Jim's concerns in a more constructive way through taking time to understand the quality control measures highlighted by FAA and get Jim input in meeting their objectives in the best way possible.

Question 3

The politics of Astrotech revolved around the ego of the president at the fuel system division and Phalen intention to use his position to improve his career as a launching pad. From the case, George uses legitimate power but at times he used coercive power as a way to reach his goals. Besides, he believed that being the president no one was in a position to correct his

actions. It is evident that he never meant well for others and although they were designated for various departments, George believed that his decisions also mattered. On the other hand, Faraday who was appointed as the marketing director uses coercive power in threatening and intimidating McGee therefore clear that Faraday undermined Jim verbally in front of other corporate leaders and peers. Also, Jim was threatened by demanding that he produce products that Faraday had asked. On the other hand, Ben Short and Jim possess tolerable power styles namely referent and expert respectively. Jim being an expert in engineering quality this makes him trusted by his peers and subordinates. Also, Ben using referent style demands his employees and protects those who work under him hence gathering respect.

Question 4

Trying to establish legitimate department sources of power, it is true that Phalen used his position to treat various parties differently forgetting that they deserved the same respect he got when he was a junior staff. Unfortunately, he operated according to his laid down policies that were not recommendable and wrong in a firm setting. He hated with passion to be corrected or even raising an alarm on his wrongdoings holding a feeling that other departments were holding supremacy battles against his position. As a result, he comes out to be unethical and a dictator who cared less of what his colleagues were doing and going through hence fully embracing legitimate power.

Question 5

During times of 'planned' change, there are various challenges to employees. Low morale is one of the challenges they face during planned change (Petrou et al., 2018). Most instances, workers may dislike change and thus, in turn, develop some level of discouragement towards

adopting and welcoming the change. Secondly, lack of consensus is another challenge to employees during times of planned change. Employees during planned change feel they have not been put on board which should take place right from the beginning. The third challenge is adoption of new technology (Cameron & Green, 2019). To integrate the new technology in their daily activities and turn streamline work processes comes out a challenge to employees during times of 'planned' change.

References

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