Management Decision Making

You are the manager of a small computer programing firm with only seven employees. Victor Espinosa, a programmer who has worked for the company for five years, has developed the habit of coming in to work anywhere form tem to thirty minutes late most days. The other employees have come to you to complain about Victor's constant tardiness, saying that it is unfair that they have to take up his slack in the morning routine. You have promised to call Victor in and talk to him about the problem.

When you call Victor in to your office to talk to him, he opens up to you and explains that about a month ago his ex-wife unexpectedly gave him full custody of his seven-year-old son. She literally left the boy on his doorstep one Saturday and disappeared. Victor admits that he has been struggling to get into a good routine with his son. The child's school will not let students arrive before 7:30 am and even if he gets the boy to school at that time, the morning commute and traffic will always make him a few minutes late.

Using the decision making model, come up with a decision on how to handle this problem that is fair to Victor, the other employees, and your company. List each step and describe what you would do or think about. Review the project rubric before completing the project. Turn your project in when complete.

Identify the Problem

Victor Espinosa is coming into work late because his ex-wife left their seven year old son in his custody. His son's school doesn't allow students to arrive before 7:30 which is the time he has to get to work so he is always a few minutes late.

Alternatives

1. **Ride the bus.** Victor can just allow his son to ride the school bus to school every morning

2. **Carpool.** Find someone that His son can carpool with to school

3. **Nanny.** Hire a nanny to take his son back and two to school

4. **Family Member.** Have a family member drive Victor to school

Alternative Evaluation

1. *Pro* of first alternative is Victor can go to work and his son just ride the bus to school *Con* of first alternative is Victor's son might not wake up on time and miss the bus
2. *Pro* of second solution is Victor can go to work and his son be able to ride with someone else to school
3. *Con* of second solution is Victor's son not being able to see his father in the morning
4. *Pro* of third solution is the nanny getting there to wake up the boy and take him to school and Victor make it to work on time
5. *Con* of third solution is having to pay someone to do all this
6. *Pro* of fourth solution is having someone he can trust take care of his son and get him to school on time.
7. *Con* of fourth solution is finding a relative close enough to do it

Decision

Ride the bus   I believe the alternative was better than the other because you don't have to worry about finding anyone else willing to drive him and it is free so you don't have to hire anyone to do it and Victor can just call him to wake him up.

Implementation and Evaluation

Victor can implement this by going to the school, find out the information on the bus route that his son will be on and sign him up for it. Victor can keep track of how his son is doing on the bus and if he is doing well he can stay on the bus, but if he is not doing good Victor can take him off and find a different alternative.

100/100

I like your critical thinking in this exercise. While I was in college, I managed Movie Gallery (a video store…if you know what that is) and Thomas House Furniture. You would be surprised how often these situations arise.

I like your use of the pros/cons to evaluate the situation. I also appreciate that in all of your alternatives, you have Victor keeping his son. You would be surprised how many would take the easy way out in that situation.

I agree with your decision and overall assessment. Good job of using critical thinking skills to make a decision many managers would struggle with!