Mini Case Study Preview

# Delegation

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> After you inherit a family business, will you make decisions in a more centralized or decentralized way?

## About this mini case study

Imagine yourself inheriting a family hotel business from your parents, who were founders and have worked in this business for more than three decades. Will you make decisions in a more centralized way or a more decentralized way after you take over the family business as a rookie CEO with zero experience?

The teaching note sets out the dilemma and the trade-off for students, summarizes the research findings, and suggests data analytics practice for class.

## At a glance

**Type**
Mini Case Study

**Audience**
Faculty

**Discipline**
Accounting

**Skills**
Organizational Design

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# A look inside

The opening of the teaching note.

## Delegation

### What is the dilemma?

Ask your students to imagine themselves inheriting a family hotel business from their parents who were founders and have worked in this business for more than three decades. Then ask your students to envision whether they will make decisions in a more centralized way or a more decentralized way after they take over the family business as a rookie CEO with zero experience.

### What is the trade-off?

When students put themselves in the scenario, they soon realize the dilemma. On one hand, they do not have the specific knowledge about the hotel to make wise decisions, so they want to delegate more. On the other hand, they realize the lack of respect from more experienced subordinates may lead them to engage in opportunistic behavior that is hard to recognize, so they may want to reserve important decisions for themselves.

**Preview ends here.** The full note continues with research findings, an add-on and practice ideas.

## What is included

For instructors only

- Teaching note (PDF, 2 pages)

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