

Your Names: [Name Redacted]

Case Title: BP AND THE DEEPWATER HORIZON DISASTER OF 2010

Symptom (case fact) P-O-L-C*	Surface Cause	Underlying Cause	Theoretical Basis
P/V-Multiple issues with unsafe work environment.	Message of safety not properly communicated to the staff.	Message of safety included in the mission and vision diluted to the staff, and safety became not identified in the core values of the company.	Transformational leadership theory- the leaders needed to do a better job of making sure the goals the corporation or the goals of the employees and managers also.
O/C- lack of communication between asset managers.	No incentive to share information with other departments.	Layers of management eliminated managers are compensated for performance so sharing ideas is not profitable.	Motivation theory, the managers knew that the more effort that they put into making their particular job profitable. The more they would get back out of it and there was no benefit in sharing with other companies.
L/C-Multiple safety breaches	Maintenance and safety measures not being done.	BP cut back on maintenance and safety to cut cost.	Reinforcement theory had BP put in compensations for meeting safety goals. Perhaps managers would put more effort into making sure that their team knew that safety was important to the mission and vision of the company.
O/O-decisions being made that undercut mission and vision of the company.	Company reorganized removing several layers of management.	Decision-making authority was transferred away from corporate center.	LMX theory-leaders needed to have better relationships and communication with employees. Trust and respect between leaders and employees needed to be built.

Deepwater Horizon from a student in an earlier MGT 302 class is useful as comparison to your work so far. After reviewing this and the from your peer reviewers, think about the ways you would have improved your work in the last two weeks, and how you will approach later case to improve.

ay, this sample case analysis is excellent but not perfect. Management decision making is an art as much as science. For science, we rely on

