

## Be Your Own Boss

You own a floral design studio. Last year, you promoted Philip, one of your designers, to manager of the studio. Philip had shown excellent design skills and was eager to take on new responsibilities. Recently, Philip has become increasingly protective of information regarding the day-to-day management of the floral shop. Several major problems with important customers have surfaced that Philip knew about but had not shared with you. Business from two of these customers has decreased during the last quarter. Also, several staff members have come to you privately with complaints about Philip's management practices. Tina, who has worked for you for over ten years, is threatening to quit. How you will handle the issues with Philip? Prepare 2 PowerPoint slides with your solution. Email the PowerPoint as an attachment.



## Think Critically

1. How can you motivate employees?
  
  
  
  
  
  
  
  
  
  
2. What is the difference between a Theory X manager and a Theory Y manager? Which leadership style do you think is more effective? Why?

## True or False

- \_\_\_\_ 1. Effective managers need good leadership qualities.
- \_\_\_\_ 2. Supervisory-level managers have the highest level of responsibility in a company.
- \_\_\_\_ 3. Theory Y managers use the democratic management style.
- \_\_\_\_ 4. An employee who does not follow established policies concerning vacations, holidays, hours, and acceptable dress should be dismissed immediately.
- \_\_\_\_ 5. All new employees should go through a training program as soon as they are hired, but qualified employees should not need any additional training.
- \_\_\_\_ 6. One way to motivate employees is to give them adequate responsibility.
- \_\_\_\_ 7. A performance evaluation is part of the implementing function of management.
- \_\_\_\_ 8. Managers should not take the opinions and feedback of their employees into consideration when making important decisions.

## Multiple Choice

- \_\_\_\_ 1. Which managers work directly with the workers on the job? (a) Supervisory-level managers, (b) Middle managers, (c) Top-level managers, (d) All of these.
- \_\_\_\_ 2. Theory Z managers (a) use the democratic management style, (b) don't like to delegate, (c) place more emphasis on group decision-making, (d) empower workers with pep talks.

- \_\_\_\_\_ 3. Employee training should (a) begin as soon as the employee is hired, (b) be evaluated to ensure it was effective, (c) be continuous, (d) all of these.
  - \_\_\_\_\_ 4. Employees learn new techniques and trends from an expert in the field (a) during on-the-job training, (b) in coaching sessions, (c) at conferences and seminars, (d) called a mentor.
  - \_\_\_\_\_ 5. With this training technique, employees receive feedback and instruction from their manager on a constant basis. (a) On-the-job training, (b) Coaching, (c) Mentoring, (d) Shadowing.
  - \_\_\_\_\_ 6. All of the following are ways to motivate your employees except (a) pay them well, (b) give them less responsibility, (c) treat them fairly, (d) provide public recognition for good work.
  - \_\_\_\_\_ 7. It is important to listen to your employees because (a) they may be able to offer fresh ideas, (b) they can help you delegate responsibility, (c) they may not want to follow new procedures, (d) you will be able to create a better evaluation procedure.
  - \_\_\_\_\_ 8. You should evaluate employee performance (a) once a month, (b) on a job analysis form, (c) to help you identify both outstanding and problem employees, (d) none of these.
  - \_\_\_\_\_ 9. Promotion decisions should be (a) made fairly, (b) based on employee competition, (c) made at a team meeting, (d) made using the formal decision-making process.
  - \_\_\_\_\_ 10. Once you decide to dismiss an employee, you should (a) issue a written warning, (b) tell the employee immediately, (c) tell the employee publicly, (d) explain your decision to other employees.
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### **Problem Solving**

- 1. Why might the owner of a manufacturing company establish a company policy requiring all employees to wear protective eye and ear gear?
  
  
  
  
  
  
  
  
  
  
- 2. Why might the owner of a nursery and garden supply center not allow employees to take vacations between April and October?
  
  
  
  
  
  
  
  
  
  
- 3. How does a business owner benefit from delegating authority?
  
  
  
  
  
  
  
  
  
  
- 4. How does an employer benefit from a yearly evaluation of an employee? How about the employee?

# what went wrong?

## WHOM DO YOU TRUST?

Sandy Warren formed Motiva International, a sales motivation and consulting company. Sandy felt it was very important to involve her employees in all business operations. At weekly meetings, she shared and discussed confidential company details with the company's 18 employees. Sandy soon learned that there were some things that should not be shared.

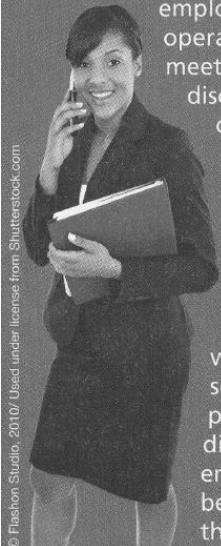
The company was experiencing some cash flow problems, and Sandy discussed this with the employees. Employees became concerned that they would not

Carefully consider what information to share with employees. get paid, which distracted them from their job

duties. Because work wasn't getting done, customer relations suffered. At another meeting, Sandy told her employees about a deal she was about to close with a new client. One excited employee told someone outside the company about the new client. This leak of information enabled a competitor to develop a stronger proposal and steal away the new client. Losing that deal forced Sandy to lay off employees, go deeper into debt, and finally dissolve the company.

### THINK CRITICALLY

1. How do you determine what company information should be reserved for management and withheld from employees?
2. Would you have fired the employee who leaked the information regarding the potential new client? Why or why not?



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