

EXERCISE 4

What Would the Classics Say?

PREPARATION

Consider this situation:

Six months into his new job, Bob, a laboratory worker, is performing just well enough to avoid being fired. When hired he was carefully selected and had the abilities required to do the job really well. At first Bob was enthusiastic about his new job, but now he isn't performing up to this high potential. Fran, his supervisor, is concerned and wonders what can be done to improve this situation.

INSTRUCTIONS

Assume the identify of one of the following persons: Frederick Taylor, Henri Fayol, Max Weber, Abraham Maslow, Chris Argyris. Assume that *as this person* you have been asked by Fran for advice on the management situation just described. Answer these questions as you think your assumed identity would respond. Be prepared to share your answers in class and to defend them based on the text's discussion of this person's views.

1. As (*your assumed identity*), what are your basic beliefs about good management and organizational practices?
2. As (*your assumed identity*), what do you perceive may be wrong in this situation that would account for Bob's low performance?
3. As (*your assumed identity*), what could be done to improve Bob's future job performance?

EXERCISE 5

The Great Management History Debate

PREPARATION

Consider the question "What is the best thing a manager can do to improve productivity in her or his work unit?"

INSTRUCTIONS

The instructor will assign you, individually or in a group, to one of the following positions. Complete the missing information as if you were the management theorist referred to. Be prepared to argue and defend your position before the class.

- Position A: "Mary Parker Follett offers the best insight into the question. Her advice would be to ..." (advice to be filled in by you or the group).
- Position B: "Max Weber's ideal bureaucracy offers the best insight into the question. His advice would be to ..." (advice to be filled in by you or the group).
- Position C: "Henri Fayol offers the best insight into the question. His advice would be to ..." (advice to be filled in by you or the group).
- Position D: "The Hawthorne studies offer the best insight into the question. Elton Mayo's advice would be to ..." (advice to be filled in by you or the group).