

## EXPERIENTIAL EXERCISE

### Motivation at Bluefield

Bob works for a fast-growing manufacturer of cosmetics at their oldest plant in Bluefield, West Virginia. Bob has an MBA from State University and began his career at Bluefield in the Human Resource Department. He got his first big chance when the company, facing increased problems with the local minority community, put Bob in charge of a new affirmative action program. Bob is proud of his success in that position. His supervisors were also impressed and promoted him to the position of Manager of Machine Operations. He managed a workforce of 74 employees through seven supervisors. He's held this job for only one year.

There is a new program to revitalize operations at Bluefield. Bob, because of his earlier success, has been assigned the task of developing a motivation plan for his seven subordinate supervisors. Bob needs to review the personnel files and try to identify the needs or motivators for each supervisor. To provide a working framework for the study, Bob decides to use both Maslow's hierarchy of needs and Herzberg's two-factor theory, as shown on the Need/Motivation Worksheet.

Bob divides the worksheet into three sections: (1) Maslow's Needs, (2) Motivation Factors, and (3) Hygiene Factors. In each category, he plans to rank the appropriate items for each supervisor, using a 1 for the top ranking, a 2 for the second ranking, and so on.