

Instructions:

1. Read the following personnel files. In addition to other data, each profile contains a supervisor's Performance Measure (PM). This is a score assigned by a computer-based productivity program developed by Industrial Engineering. The program uses a variety of cost and output figures to calculate a PM for each supervisor on a scale ranging from 0 (representing very poor performance) to 100 (nearly perfect performance).
2. Then, as a small group, use the following Need/Motivation Worksheet to rank the relative importance of each of the motivators for each supervisor. Rank within groups—1 to 5 for Maslow's Needs, then 1 to 5 for Motivation Factors, and then 1 to 6 for Hygiene Factors.
3. Present your group findings to the class and discuss.

Need/Motivation Worksheet

(In each category, rank the appropriate items for each supervisor. Top rank = 1, second rank = 2, and so forth.)

Need/Factor	John Miller	Mohammed Najeed	Tanika Forester	Tom Wilson	Sidney Benton	Li Tran	Luis Fuentes
Maslow's Needs							
Physiological							
Security							
Belongingness							
Esteem							
Self-Actualization							
Motivation Factors							
Achievement							
Recognition							
Work Itself							
Responsibility							
Advancement/Growth							
Hygiene Factors							
Supervision							
Working conditions							
Interpersonal							
Pay							
Security							
Policy and Administration							

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of the easier jobs and is doing only a so-so job. He is surprised to find that her earlier appraisals have been very good, an evaluation shared by her peers. Tanika's husband was killed in a car accident, and she has three dependent children.

TOM WILSON is 44 with 1 year with the company. Tom has a high-school diploma, a PM of 50, and a salary of \$28,000. Tom has the hardest group to supervise, but his earlier appraisals have only been average, an opinion shared by Tom's peers. Bob agrees that Tom's performance is average and is concerned that it might get worse as Tom seems to be having too many personal problems lately.

SIDNEY BENTON is 35 and has 8 years of seniority, a PM of 80, and a salary of \$26,000. Sidney has a BS in Industrial Technology and is enrolled in State's night MBA program. Sidney has a difficult job, requiring specialized skills, and he would be very hard to replace. Bob believes Sidney to be a top supervisor, an opinion shared by his peers. But Bob is troubled by past appraisals that vary from outstanding to poor.

LI TRAN is 32 with 5 years at the plant, a PM of only 30, and a salary of \$22,000. She is a high-school dropout who quit school to have her first child. She is a single parent with four children and works very hard to support them. Li represents one of the affirmative action promotions that Bob arranged when he was the Affirmative Action Officer, and he is disappointed to find that her past and present appraisals are quite poor. Although her present job is perceived to require average skill, her peers consider her to be an incompetent troublemaker who constantly complains about the need for more affirmative action efforts at the plant.

LUIS FUENTES is 26, has only 2 years with the company, a PM of only 20, and a salary of \$19,000. He dropped out of school to take care of his sick mother and two younger sisters. Bob hired Luis as part of the Affirmative Action Program. Luis's first appraisal was low, but Bob believes that was because he was in a job requiring too much experience. So Bob moved him to a job with more average demands. Bob thinks that Luis is doing a bit better in the new job and, in time, will be a good supervisor. Peer evaluations are somewhat mixed but above average.

Bluefield Plant Supervisor Profiles

JOHN MILLER is the senior supervisor with 21 years of seniority. He is 60 years old and has only a sixth-grade education. His most recent PM score is 50, which is lower than it used to be. John's past appraisals suggest that he has done an average job in the past, and Bob thinks his performance is still average and is sorry to see John's performance declining. His peers are convinced that John is too old to cut the mustard. Bob thinks that John has the easiest job in the group. John is a widower who spends a lot of time at his cabin by the lake. His current salary is \$45,000.

MOHAMMAD NAJEED is 52 with 16 years with the firm. His PM is 70 and his salary is \$38,000. Mohammad is a high-school graduate, and his wife is quite wealthy. Bob believes that Mohammad has the best overall experience in the group and is a very capable supervisor, although his peers rank him average, the same as his past evaluations. Mohammad supervises a group that has about average responsibilities.

TANIKA FORESTER is 36 with 10 years of seniority. She has a BS in Management, a PM of 80, and a salary of \$31,000. Bob feels she has one

MANAGEMENT AT WORK

The Law of Diminishing Motivation

The enrollment of women in U.S. law schools took off after 1970, and women have been graduating at the same rate as men for more than 25 years. Today, however, the census of American law firms still counts relatively few women *partners*—typically, the veteran lawyers who are joint owners and directors. Currently, for example, 32.4 percent of all lawyers are women, yet

only 19.2 percent of law firm partners are women. Most female lawyers are *associates*—paid employees with the prospect of becoming partners. Moreover, the further up the law-firm ladder you look, the greater the disparity. According to the National Association of Women Lawyers, 92 percent of all managing partners (partners who run the business end of a firm) are men; men occupy 85 percent of the seats on the governing