

T TEAM

7.12 Customer Bad News: Late Payroll Checks

Trenton Hughes, a printing company sales manager, must tell one of his clients that the payroll checks his company ordered are not going to be ready by the date Hughes had promised. The printing company's job scheduler overlooked the job and didn't get the checks into production in time to meet the deadline. As a result, Hughes' client, a major insurance company, is going to miss its pay run.

Hughes meets with internal department heads. They decide on the following plan to remedy the situation: (a) move the check order to the front of the production line; (b) make up for the late production date by shipping some of the checks—enough to meet their client's immediate payroll needs—by air freight; and (c) deliver the remaining checks by truck.¹⁷

Your Task. Form groups of three to four students. Discuss the following issues about how to present the bad news to Jessica Dyhala, Hughes' contact person at the insurance company.

- Should Hughes call Dyhala directly, or delegate the task to his assistant?
- When should Dyhala be informed of the problem?
- What is the best procedure for delivering the bad news?
- What follow-up would you recommend to Hughes?

Be prepared to share your group's responses during a class discussion. Your instructor may ask two students to role-play the presentation of the bad news.

7.13 Credit Refusal: Camcorders for Rudy's Camera Shop

As a Uniworld Electronics sales manager, you are delighted to land a sizable order for your new Canon Vixia camcorder. This hot new camcorder features a sleek, lightweight design, brilliant optical quality, vibrant images, and outstanding image capture in low-light conditions.

The purchase order comes from Rudy's Camera Shop, a retail distributor in Beaumont, Texas. You send the order on to Pamela Kahn, your credit manager, for approval of the credit application attached. To your disappointment, Pam tells you that Rudy's Camera doesn't qualify for credit. Experian, the credit-reporting service, reports that extending credit to Rudy's would be risky for Uniworld. But Experian did offer to discuss your client's report with him.

Because you think you can be more effective in writing than on the telephone, you decide to write to Rudy's Camera with the bad news and offer an alternative. Suggest that Rudy's order a smaller number of the Canon camcorders. If it pays cash, it can receive a 2 percent discount. After Rudy's has sold these fast-moving camcorders, it can place another cash order through your toll-free order number. With your fast delivery system, its inventory will never be depleted. Rudy's can get the camcorders it wants now and can replace its inventory almost overnight. Credit Manager Kahn tells you that your company generally reveals to credit applicants the name of the credit-reporting service it used and encourages them to investigate their credit record.

Your Task. Write a credit refusal to Ron Kasbekar, Rudy's Camera Shop, 3016 East Lucas Drive, Beaumont, TX 77657. Add any information needed.

7.14 Internal Refusal: Want to Telecommute? Learn to Communicate

Pamela Gershon, a young software developer from Dayton, Ohio, is thrilled at the prospect of working from home where she would be able to take care of her two small children, three dogs, and a cat. Like many forward-looking employers, Northrop Grumman Corporation, a leading aerospace and defense technology company, is encouraging workers to consider telecommuting. The company has created a formal program with specific policies explaining eligibility and requirements. Currently, only positions in technical sales, information technology, Web and graphic design, and software development qualify for telecommuting. In addition, workers must be dependable, self-motivated, and organized. Because telecommuting is a sought-after privilege, employees with proven high performance, seniority, minimal absenteeism, and superb communication skills receive priority consideration. Telecommuters need to follow company policies determining work hours, break times, and work schedules, even off site. Moreover, they must visit the main office located on Wright-Patterson Air Force Base near Dayton at least once every two weeks to report to their supervisors in person.

Northrop Grumman promotes telecommuting because it benefits the company as well as its workers. In addition to flexibility, telecommuters usually experience gains in productivity and efficiency. The employer lowers overhead costs and is able to retain valuable workers who may not be able or willing to commute to remote corporate offices.¹⁸

Pamela has been a diligent worker, but after only a year and a half at Northrop Grumman, she doesn't have the seniority needed for a successful application. Her performance has been satisfactory but not outstanding. It seems as if she still needs time to prove herself. In addition, her major weakness is average communication skills, something her supervisor has already discussed with Pamela.

Your Task. Draft a memo addressed to Pamela Gershon for Human Resources Director Gabrielle Anicker turning down Pamela's telecommuting application. Be gentle but honest in revealing your reasons for the *no*, but don't close the door on a future application once Pamela meets certain conditions.

7.15 Internal Refusal: We Can't Pay Your Tuition

Yasmin Qajar, a hardworking bank teller, has sent a request asking that the company create a program to reimburse the tuition and book expenses for employees taking college courses. Although some companies have such a program, Middleton Bank has not felt that it could indulge in such an expensive employee perk. Moreover, the CEO is not convinced that companies see any direct benefit