

Your instructor will give you the correct answers. Based on the number you got right, set the following goal for the next exercise:

If you got 1 or 2 correct, your new goal is 4.

If you got 3 or 4 correct, your new goal is 7.

If you got 5 or more correct, your new goal is 9.

Do you consider this new goal challenging? Impossible? Now, striving to make your new goal, see how many of the following sets you can do in *two* minutes.

1. days	biscuit	collar	ear	_____
2. play	breast	pox	wire	_____
3. guy	crack	up	man	_____
4. ball	trouser	fruit	house	_____
5. dress	good	star	prayer	_____
6. stone	jacket	fever	pages	_____
7. bathtub	wedding	telephone	key	_____
8. horse	brake	left	box	_____
9. right	pike	your	stile	_____
10. bulldog	cuff	toast	windows	_____

Your instructor will give you the correct answers. How did you do relative to your score on the first set? Do you think that having a specific goal affected your score on the second exercise?

Source: This exercise is adapted from Henry Tosi and Jerald W. Young, *Management Experiences and Demonstrations* (Homewood, IL: Richard D. Irwin, 1982), pp. 35–38, 166, 183.

Case Incident 7.1

First in the Market

Juan Peron is a process engineer employed by Vantage Engineering, Inc., and assigned to the research laboratory in the Advanced Products Division (APD). Vantage is a well-established manufacturer of military hardware. APD's general purpose is to conduct research to improve the company's military hardware products. However, the laboratory director was recently given permission to develop spin-off products for possible sale on the open market.

Juan spent his first year in APD assisting on various project assignments. At the end of that year, he was put in charge of a special project to research a chemically processed wood for specialty applications. During the initial stages of the project, Juan spent most of his time in the laboratory becoming familiar with the basic aspects of the treatment process. However, he soon tired of the long, tedious experimental work and became more and more eager to move quickly into the promotion and marketing of the product. This desire was soon realized. An article in a recent national trade publication had generated keen interest in a similar wood product, and as a result, Vantage immediately allocated several thousand dollars to the development and marketing of the chemically processed wood. Simultaneously, a minor reorganization occurred, placing Juan and his project under the direction of Greg Waites, a close friend of Juan's. Thus, Juan had an opportunity to get out of the lab and become more involved in the promotion and marketing aspects.

Juan and Greg soon began traveling nationally, discussing the new product with potential customers. Traveling enabled Juan to spend less and less time in the lab, and as a result many of the experiments required to determine the performance characteristics