

down at his desk than his secretary walked into the room with a worried frown on her face. Her words came fast. "When I arrived this morning, I found Mr. Rennalls already waiting at my door. He seemed very angry and told me that he had a vital letter to dictate that must be sent off without any delay. He was so worked up that he couldn't keep still and kept pacing about the room, which is most unlike him. He wouldn't even wait to read what he had dictated. Just signed the page where he thought the memo would end. It has been distributed, and your copy is in your tray."

Puzzled and feeling vaguely uneasy, Baker opened the envelope marked "confidential" and read the following memo:

FROM: Assistant Engineer
TO: Chief Engineer Caribbean Bauxite Limited
SUBJECT: Assessment of Interview between Messrs. Baker and Rennalls

It has always been my practice to respect the advice given to me by seniors, so after our interview, I decided to give careful thought once again to its main points and to make sure that I had understood all that had been said. As I promised you at the time, I had every intention of putting your advice to the best effect.

It was not, therefore, until I had sat down quietly in my home yesterday evening to consider the interview objectively that its main purpose became clear. Only then did the full enormity of what you said dawn on me. The more I thought about it, the more convinced I was that I had hit upon the real truth—and the more furious I became. With a facility in the English language which I—a poor Barracanian—cannot hope to match, you had the audacity to insult me (and through me every Barracanian worth his salt) by claiming that our knowledge of modern living is only a paltry fifty years old, while yours goes back two hundred to three hundred years. As if your materialistic commercial environment could possibly be compared with the spiritual values of our culture! I'll have you know that if much of what I saw in London is representative of your most boasted culture, I hope fervently that it will never come to Barracania. By what right do you have the effrontery to condescend to us? After all, you Europeans think us barbarians, or, as you say amongst yourselves, we are "just down from the trees."

Far into the night I discussed this matter with my father, and he is as disgusted as I. He agrees with me that any company whose senior staff think as you do is no place for any Barracanian proud of his culture and race. So much for all the company claptrap and specious propaganda about regionalization and Barracania for the Barracanians.

I feel ashamed and betrayed. Please accept this letter as my resignation, which I wish to become effective immediately.

cc: Production Manager
Managing Director

Questions

1. What were Baker's intentions in the conversation with Rennalls? Were they fulfilled or not, and why?

2. Was Baker alert to nonverbal signals? What did both Baker and Rennalls communicate to one another by nonverbal means?
3. How did Baker's view of himself affect the impression he formed of Rennalls?
4. What kind of interpersonal relationship had existed between Baker and Rennalls prior to the conversation described in the case? Was the conversation consistent or inconsistent with that relationship?
5. What, if anything, could Baker or Rennalls have done before, during, or after the conversation to improve the situation?
6. How would you characterize the personality attributes of Baker and Rennalls?
7. What perceptual errors and attributions are evident?

Source: Prepared and adapted with permission from G. Evans, late of Shell International Petroleum Co. Ltd., London, for Shell-BP Petroleum Development Company of Nigeria, Limited.

How Personal Can Ethics Get?

Valerie Young was a marketing manager at an international cosmetics and fragrance company, Wisson, in Chicago. Wisson underwent a major reorganization due to cost cutting, and Valerie's department was downsized from 25 to 10 people the year before. They did survive as a small team though, and their role within the organization was unique—acting as an agency, delivering designs for bottles and packaging and developing the fragrances for their brands.

Valerie's boss, Lionel Waters, had been with the department for 14 years. He was hired by Wisson's CEO at the time, after he had worked for big names in the fragrance industry, and launched one of the most successful female fragrances in the industry several years before. Waters joined the company in order to start new product lines for the company in the mass fragrance market. He then hired two close friends as executives with salaries well above industry standards and gave them each six weeks of vacation. Teams were formed around them quickly and after three years, each team had its own line of fragrances that were launched worldwide.

Valerie was hired to contribute organizational, financial, and marketing skills. The rest of the team was mainly comprised of creative individuals who had basically no interest whatsoever in the dry theoretical world of calculating numbers and strategies. Valerie had not worked in the beauty industry before, but was eager to learn everything about the world of scents and how they were developed. At that time, the department worked with many different perfumers from several fragrance companies. The perfumers themselves, or their representatives, came to present their creations for new projects, or the Wisson teams went to their suppliers' offices in France to conduct so called "fragrance sessions."

It takes time to develop a fragrance product that will end up being a perfect creation on the counters of the world's department stores. The name, concept, design of bottle and packaging, advertising, and, last but not least, the fragrance has to be put together to create an innovative and uniquely