### **QUESTION 1**

# **Employee Involvement Incident**

### ***Instructions***

**Read the incident below. Then decide how much you should involve your subordinates in this decision. Select one of the following levels of involvement:**

*Decide alone*. Use your personal knowledge and insight to complete the entire decision process without conferring with anyone else.

*Receive information from individuals*. Ask specific individuals for information. They do not make recommendations and might not even know what the problem is about.

*Consult with individuals*. Describe the problem to selected individuals and seek both their information and recommendations. The final decision is made by you, and you may or may not take the advice from these others into account.

*Consult with the team*. You bring together a team of people (all department staff or a representation of them if the department is large), who are told about the problem and provide their ideas and recommendations. You make the final decision, which may or may not reflect the team’s information.

*Facilitate the team’s decision*. The entire decision-making process is handed over to a team or committee of subordinates. You serve only as a facilitator to guide the decision process and keep everyone on track. The team identifies the problem, discovers alternative solutions, chooses the best alternative, and implements their choice.

**After reading the incident, please answer these three questions:**

1. What do you believe is the optimal level of employee involvement?

2. What factors led you to decide that this is the optimal level of employee involvement? (You must include all FOUR contingencies – see page 153).

3. What problems might occur if less or more involvement occurred in this case?

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**The Productivity Dividend Decision**

As head of the transmission/distribution group (TD Group) in the city’s water agency (a government corporation), you have been asked to reduce costs over the next year by a minimum of 3 percent without undermining service. Your department employs about 300 people, who are responsible for constructing and maintaining water lines throughout the city. Although you have an engineering background, the work is complex and involves several professions and trades. Even the TD Group’s first-line supervisors (one or two levels below you in the hierarchy) are not fully knowledgeable of all aspects of the business.

You believe that most employees support or at least accept the city’s recent mandate to reduce costs (called the “productivity dividend initiative”). The city leaders have stated that this initiative will not result in any layoffs this year. However, the labor union representing most nonmanagement staff in the water agency (including most of your employees) is concerned that the productivity dividend initiative will reduce employment numbers over time and increase employee workloads. Although the TD Group is a separate department within the city’s water agency, it affects most other work units in the agency. It is possible, for example, that ideas that reduce costs in the TD Group might increase costs elsewhere. The TD Group employees may be unaware of or care little about these repercussions, because there is limited interaction with or social bonding by employees across the departments.

### **QUESTION 2**

* A management consultant is hired by a manufacturing firm to determine the best site for its next production facility. The consultant has had several meetings with the company’s senior executives regarding the factors to consider when making the recommendation. Discuss the decision-making problems that might prevent the consultant from choosing the best site location.

### **QUESTION 3**

* A developer received financial backing for a new business financial center along a derelict section of the waterfront, a few miles from the current downtown area of a large European city. The idea was to build several high-rise structures, attract large tenants to those sites, and have the city extend transportation systems out to the new center. Over the next decade, the developer believed that others would build in the area, thereby attracting the regional or national offices of many financial institutions. Interest from potential tenants was much lower than initially predicted and the city did not build transportation systems as quickly as expected. Still, the builder proceeded with the original plans. Only after financial support was curtailed did the developer reconsider the project. Using your knowledge of escalation of commitment, discuss three possible reasons why the developer was motivated to continue with the project.

### **QUESTION 4**

* Two characteristics of creative people are that they have relevant experience and are persistent in their quest. Does this mean that people with the most experience and the highest need for achievement are the most creative? Explain your answer.

**QUESTION 5**

Please take the Creativity self-assessment - the link is in the module. Then in your main post share the following with your classmates:

1. What was your score? Do you agree? Why or why not?

2. Why do you think some people are more creative than others?

3. Can creativity be taught? Explain.

4. Share one incident from work, school, and anywhere that you had to be creative.

Creativity self-assessment RESULTS

**Total Score :** 2 pts.

*Feedback is calculated by the sum of all selections.*

1 - 9 pts.

**Feedback:** This instrument estimates your creative potential as a personal characteristic. The scale recognizes that creative people are intelligent, persistent and possess an inventive thinking style. Creative disposition varies somewhat from one occupational group to the next. The graph showing your score compares your result against norms for undergraduate and graduate university students in the United States. Scores range from –12 to +18. People with higher scores have a higher creative personality.

Average

Some chosen adjectives were worth +1, others -1. Unchosen adjectives had zero value. Levels of creative personality are described as Low (-12 to 0), Average (1 to 9) or High (10 to 18).