

Answers for Case Studies

Unit 2 – The Management Environment

1. To Tell or Not?

Rudy's first responsibility is to discover what happened. He should also start looking at old records and checking with veteran employees to see what they know. If he doesn't find any quick answers, he still needs to keep probing for answers. Rudy can see if anyone in his company knows what to do or whom to contact. Together, they can come up with a plan of action that will conform to EPA regulations but minimize company liability as much as possible if the drums do contain chemicals that are considered hazardous waste.

2. Tough Choices—Environment vs. Profits

The choice is between obeying the law and staying in business. Often it is difficult to find a person responsible in a large company because responsibility may be too widely diffused. It often seems if responsibility must be assessed, middle managers endure the brunt of any punishment, not the top executives.

On the surface the answer to this problem is easy—obey the law. But resolving this situation is really hard. It would be possible to divide the class into two groups—an environmental group and a managerial group—and let them role-play the problem and share discussions on each side that will occur. They need to identify the real problems in the community, the competition, and any other factors that might enter into the situation.

3. Social Responsibility

Corporations who donate money or time to deal with social issues have made a commitment to social responsibility. Some investors prefer to buy stock in these companies; various services compile and publish a list of such organizations. In addition, the projects that these companies finance and the time commitments their employees make when they volunteer are talked about in the communities. Consequently, customers may prefer products and services from these companies as a way of showing support for platforms that they support; hence a company's bottom line may improve.

4. Sensitivity to Diversity

Joe's emotions are real, but he may be wrong in thinking he's being overlooked in today's diverse workplace. If Joe's really interested in the job, he needs to apply for it and to sell himself in the interview. While the company is legally bound to follow all the EEO rules and regulations, it still has the right to select whomever it wants to fill the position. In order to do well in the interview Joe needs carefully read the job description, organized a list of his accomplishments and strengths, and convince management that he can do a better job than any of the other candidates.