

Answers for Case Studies

Unit 5 – Organizing Skills

1. Moving to Learn

Nicole can talk to employees who've job rotated and to people in the new department. Nicole can also make an effort to meet her "new" supervisor and learn about the new role and responsibilities. There may be a learning curve involved in mastering her new skills and information. She can check about promotions, raises, and other areas of interest.

For the company the more Nicole knows, the more valuable she becomes. She's more likely to be satisfied because she won't get bored; she'll be too busy learning her new job. She will learn more about company strategies and plans because she'll be exposed to new points of view. Job rotation can enhance career development—a benefit that employees appreciate. By rotating employees, the company is more likely to attract and retain capable employees in a tight labor market.

2. Managing Conflict

Handling conflict occurs daily. Besides creating an open atmosphere, it is necessary to listen to both parties, their co-workers, and to help the parties listen to one another. The decision how to handle a conflict is similar to the "resistance to change" problem discussed in chapter 18. Most people tend to repeat behavior they've used in the past when managing conflict. It is the manager's responsibility to help them grow or refer them to get some professional assistance.

Difficulty arises when a person feels he or she is hurt in the conflict and is unable to find a way to grow beyond that pain. This is a spot where resistance to change creates major problems for the manager. The employee has locked into a familiar but inappropriate response that keeps the conflict going or intensifies its emotional impact on the parties involved. The inexperienced manager may go to negative reinforcement, but that usually increases the resistance to moving into a new, positive direction.

How can the manager find a way to get beyond these difficulties? The class may explore this problem by role-playing. The class could be split into the managerial group and the employee group. In each group there could be persuasive managers and authoritative managers and employees could be divided into playing the positive and negative roles. In short, this exercise would allow the students to experience both sides—as a manager and as an employee. Further, if the parties each have two parts, a positive responsive and a negative response, the students will understand managing conflict.

3. Bananas Are Worth Disputing

Banana producers in these Latin American countries and the U.S. are penalized by the European Union's policy on imports. However, the European Union claims it's helping growers from poor countries by letting them have better prices and easier access to the European market. However, if the EU continues its barriers on U.S. bananas, U.S. producers might choose to look into additional markets. Perhaps they can aggressively market their product to non-EU countries, or they can tap an extra market by selling and promoting bananas as ingredients for flavorings and for food-products, such as juices or prepared mixes.

4. Fitting Format and Function Together

Information for the teacher/instructor: Notes and security agreements in most states have a long period before the statute of limitations expires on their enforceability. Repayment or write-off has resolved most loan situations before that occurs.

This problem actually occurred in some smaller banks in the early days of the UCC (1960s through the 1980s) because the small banks often didn't do much commercial lending and were unfamiliar with its procedures. Usually, the bank gets two copies of its filed financing statement. One can be filed alphabetically, and the other copy can be filed by date with someone watching the date file. Six months before the expiration date occurs, the watcher begins the renewal process and avoids a financing statement from expiring while a collateralized loan is still on the books.