

Question 1

From an employee perspective, what are the advantages and disadvantages of working in a matrix structure?

Question 2

Transformational leadership is one of the most popular perspectives of leadership. However, it is far from perfect. Discuss three limitations of transformational leadership.

Question 3

Pat has just been appointed as purchasing manager of Tacoma Technologies Corp. The previous purchasing manager, who recently retired, was known for his *winner-take-all* approach to suppliers. He continually fought for more discounts and was skeptical about any special deals that suppliers would propose. A few suppliers refused to do business with Tacoma Technologies, but senior management was confident that the former purchasing manager's approach minimized the company's costs. Pat wants to try a more collaborative approach to working with suppliers. Will her approach work? How should she adopt a more collaborative (problem solving) approach in future negotiations with suppliers?

Question 4

You have just been hired as a brand manager of toothpaste for a large consumer products company. Your job mainly involves encouraging the advertising and production groups to promote and manufacture your product more effectively. These departments are not under your direct authority, although company procedures indicate that they must complete certain tasks requested by brand managers. Describe and explain four (4) sources of power that you can use to ensure that the advertising and production departments will help you make and sell toothpaste more effectively.

Question 5

A company in a country that is just entering the information age intends to introduce e-mail for office staff at its three buildings located throughout the city. Describe two benefits as well as two potential problems that employees will likely experience with this medium.

Question 6

Peter Drucker, who is often called the man who invented management, once said: "The now-fashionable team in which everybody works with everybody on everything from the beginning is becoming a disappointment." Discuss three problems associated with teams.

Question 7

Attaboy Book Company has a problem with new book projects. Even when it is apparent to others that a book is far behind schedule and may not have much public interest, sponsoring editors are reluctant to terminate contracts with authors whom they have signed. The result is that editors invest more time with these projects rather than on more fruitful projects. As a form of escalation of commitment, describe three methods that Attaboy Book Company can use to minimize this problem.

Question 8

After a few months on the job, Susan has experienced several emotional episodes ranging from frustration to joy about the work she has been assigned. Use the Model of Emotions, Attitudes and Behavior to explain how these emotions affect Susan's level of job satisfaction with the work itself.

Question 9

What are three limitations of expectancy theory in predicting an individual's work effort and behavior?

Question 10

You notice that sales representatives in the Pacific Northwest made 20 percent fewer sales to new clients over the past quarter than salespeople located elsewhere in the United States. Use the MARS model to provide possible explanations explain why the performance of the Pacific Northwest sales reps was lower than elsewhere.