

Case study example

Business



Case 6-A: Walk the Talk Refer to the steps of the control process (Exhibit 6

Where in the process do the steps taken by the Florida resort hotel fall?

The step taken by the Florida resort hotel falls into the third category:

comparing actual performance with the expected performance. The cleaners have already viewed the instructional videos, so they know to what standard each hotel room should be kept. The managers then check the employees performance based on these videos and based on the success an employee has they will receive a small bonus.

2. As a supervisor, do you think the \$10 test is a fair and appropriate method to measure the performance of the housekeeping staff? Why or why not?

As a supervisor I think that the \$10 test is a fair and appropriate method to measure the performance of the housekeeping staff because everyone knows the standards that are expected of them. Things would be different if there were no instructional videos, but the reality is that there are no excuses for hotel cleaners not to clean the rooms to a high standard. The \$10 test may be viewed as somewhat tacky, but it has done the job because performance standards have been raised since the test was introduced.

3. Describe which type(s) of control(s) is/are illustrated in this case. How do you know?

The types of control that are illustrated in this case are income and personal observation. First of all, employees have the ability to receive a bonus if they can do a good job, and this gives them an incentive because it will boost their income. Also, personal observation is present because the managers check the rooms themselves and then make a judgment based on what they have observed.

Case 7-A: Developing a Decision-Making Style

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1. In her new job, how might Toby make use of the knowledge she has about decision-making styles?

For her new job Toby can use her previous knowledge about customer service skills to try and understand how decisions are made in her new department. Toby is a people person and so she should have little trouble getting to know her new co-workers and learning what exactly is required of her. Toby does have the ability to change the decision-making styles in her new department, but she needs to be this slowly because otherwise she will cause too much trouble.

2. How would Toby benefit by examining the styles of her boss and those of other supervisors?

Toby would benefit because then she could properly understand the strengths and weaknesses of her department. Knowing what to change and what should remain is an important decision. If Toby does not do this, then she might make some changes that do not go down well with her boss and the other supervisors. Until Toby has established herself in her new role, she needs to just sit back and observe others so that she can make the right suggestions when the time comes.

3. In a popular television show *The Apprentice*, we see a particular style of decision making. Identify other public personalities by their decision-making styles.

One public personality that had a distinct decision-making style was the late Steve Jobs. He was known for not wanting input from those around him, and it sometimes got him into trouble. He was a radical decision maker because he would often think outside the square and come up with new inventions, like the iPod and iPhone.