

The Hardware Store

Maria is the owner of a local hardware store. She has recently noticed sales seem to be lower during the early morning and that some customers seemed to be leaving without making a purchase. She has discussed this with the assistant manager, Troy, who is in charge during the mornings. Troy tells Maria that he doesn't think there is much of a problem. Sales seem ok to him, he says, and he hasn't noticed many customers leaving without a purchase.

Troy believes that, **if** there is a problem, it is with customer service.. He says customers complain that associates are too busy stocking shelves to answer their questions. He has had several team meetings with the associates and has repeatedly told them to always give customers full attention. There have also been problems with employee absenteeism, and Troy says he is very shorthanded. He thinks Maria should hire more workers to help in the mornings.

Roy, an associate with 5 years with the company, told Maria that associates are expected to stock the inventory and do other tasks, and they have little time for breaks, or to help with customers . He says Troy doesn't listen and sometimes chastises the employees in front of customers. He says it might be true that employees don't provide great customer service, but their attitude would be much better if Troy were more understanding. Troy said "why should we work hard, if management doesn't appreciate it?" He says, "Sure, employees are absent a lot, but can you expect them to be there everyday when working conditions are poor". When Maria asks Troy about this, Troy says " Look, they have a job. I've told them, if they don't like it, either quit or I can fire them."

Maria is concerned that Roy is unhappy, Due to his experience and knowledge of the products, Roy has a lot of influence with his fellow employees. She is also worried he might seek employment opportunities elsewhere. She also thinks Roy has a bad attitude and could work harder to be more positive.

1. **Rate each of these on their responsibility for the problem. 1 most responsible, 3 least responsible. Give a different score for each person. Be prepared to explain your answer.**

___ Maria
 ___ Troy
 ___ Roy

2. **Would these issues contribute to lower sales? Why?**

3. **Indicate the type(s) of power each person has.**

	Maria	Troy	Roy
Legitimate power , which is derived from an individual's position in an organization			

Reward power , which is derived from an individual's control over rewards			
Coercive power , which is derived from an individual's ability to threaten negative outcomes			
Expert power , which is derived from an individual's extensive knowledge in one or more areas			
Referent power , which is derived from an individual's personal charisma and the respect and/or admiration the individual inspires			

4. Which leadership style does Maria and Troy exhibit?

	Maria	Troy
Autocratic Style		
Participative Style (Democratic, Consensual, Consultative)		
Free-Rein (Laissez-Faire) Style		

5. Based on what you know, how well do you think Maria has been in implementing the five stages of the Controlling function as outlined in your text?



6. What are some measurable performance standards Maria could implement?

7. What changes would you suggest for Maria?