Read and reflect on the assigned case. Complete this case notes worksheet. Submit these case notes by midnight on the Sunday before a new module begins and turn in a copy at the end of lecture. This preparation is intended to help you actively engage in the discussion in lecture and help you complete your Case Memo that is due after lecture. Each completed case notes will be evaluated on its quality (OB content, clarity of ideas, initial analysis) and timely submission. You will want to keep a copy (soft or hard copy) for your own reference after class as you work on the full case memo due 4 days after lecture. Grades are posted on Blackboard.

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| Name & discussion section number:  Eliseo Monzon (14746) |
| Case name:  Engstrom Auto Mirror Plant |
| The case facts (brief summary; 2-4 sentences of what’s happening and who’s involved):  The Engstrom Auto Mirror Plant is suffering through drops in productivity almost a decade after the implementation of a Scanlon plan helped the plant recover from a previous downturn. Manager Bent and his assistant Haley must find a way to reinvigorate their workers, who distrust their supervisors with respect to the bonuses they earn through the Scanlon plan and are fatigued from many months of not receiving a wage bonus. |
| The issues/potential main problem (main issues in OB terms related to the module):  -The Scanlon plan relies on worker morale, but morale has been weakened by months without bonuses and the layoffs that have occurred. -The plant is currently caught in a cycle where the costs of slowed productivity prevent incentivizing higher productivity. -The Scanlon plan was effective because it provided workers with the value of seeing their innovations produce benefits, but this enthusiasm waned and is why production is falling again.  -The workers for a while grew used to the extrinsic motivation that came through their bonuses. While some workers expressed being motivated by the results of their work, those workers appear to be the minority given how the company is performing in a downturn. |
| Three questions or comments I want to make in class:   1. Are there better plans than a Scanlon plan for the plant’s situation, given that their emphasis was on lowering costs? 2. I think that maybe some credibility could be salvaged if they responded to the worker complaints, for example by making it a rule they can’t change the ratio so quickly or that a vote would be needed. 3. They could simplify the calculations as well to make it clearer how one group’s increase in productivity translates into bonuses. |
| Additional information/Relevant theories & concepts that may apply:  The relationship between extrinsic and intrinsic motivations are a big part of this case because it appears that the Scanlon plan was not a permanent motivator for the workers. |