

Leading, Motivating and Controlling: Assignment Instructions

You are a supervisor in a plant that produces canned vegetables. The COVID-19 pandemic has struck and your company must suddenly adjust to a new reality. Since your company produces food it is an essential business and needs to remain open, but big changes are needed to accomplish that safely. 500 people work in the plant and if 50 or more become infected, the plant will have to shut down for two weeks.

The company has installed Plexiglas between each work station and provided masks for all employees. Additional PPE is available to employees on request. Several new policies to inhibit transmission of the disease have also been implemented.

1. Every employee must wear a mask at all times.
2. Employees must be spaced at least 6 feet apart on the production line.
3. Employees must wash hands frequently for at least 20 seconds and use hand sanitizer regularly.
4. Every employee must pass a daily health check.

Employees who fail to comply with all policies are subject to discipline. As the supervisor, you are in charge of making sure your employees follow these policies to the letter. Timing and severity of disciplinary actions is up to your discretion. Your options include reprimands, docking pay, fines and suspensions, but since workers are unionized, firing them is extremely difficult under any circumstances.

For you, the second policy is the hardest one. To create 6 feet of space between workers, the company forced you to lay off 10 of your workers. It deeply saddened you to lay off workers when economic times are tough, but not all of your remaining employees seem to believe that. Just as importantly, demand for your products has not diminished, but you now have only 20 employees to do the work of 30.

Write a short paper that demonstrates your ability to lead and motivate employees while maintaining production standards. Refer to the Assignment Rubric to guide the development of your report. Compile these components into an organized, typed report, written in English, and upload it (in PDF format only) for peer review, which will determine your grade for this assignment. To pass this assignment, you must receive 75% or above. If you receive a peer review you feel is unfair, you may flag it for Coursera to review.

1. Leading
 - a. Discuss your core leadership skills. Do you communicate well? Are you generally aware of what is going on? Are you good at building relationships? Consider how to make the most of your strengths and minimize your weaknesses.
 - b. Trust is the most important factor in a supervisor-employee relationship. Relationships are strained now because some employees at least partially blame you for the layoffs. What actions can you take to make sure your employees know they can trust you? How do you earn their trust?
 - c. Consider the situation, choose a suitable leadership style and explain your reasons for choosing it. Your employees are well trained – can you take advantage of that?

2. Motivating

- a. Some employees are very afraid of becoming sick and it is interfering with their work. Discuss how you can apply needs theories of motivation to address their concerns and motivate them.
- b. Some employees have been disheartened by seeing their friends being laid off. Many seem to be going through the motions, and the quality of their work has fallen off. How would setting new, effective goals help to motivate them?
- c. How can empowering a few of your most capable employees help your department to succeed and take some strain off of you?

3. Controlling

- a. As the supervisor, it is your job to implement the new safety policies (controls) and make sure they are complied with. You are initially concerned they will not be accepted. What steps can you take to reduce employee resistance to these new controls?
- b. After a few days it is clear that your efforts to reduce resistance have not been completely successful. A few employees either refuse to wear their masks all the time, or wear them incorrectly. What steps could you take to correct their behavior? What pitfalls do you need to avoid?

4. Financial statements

- a. Your boss delegated a task to you because he is too busy to get everything done. He is concerned about cash flow and the profitability of the division because many employees are working overtime. He provides you with the income statement and statement of cash flows below and on page 3 to analyze. Interpret and briefly discuss both statements and explain why Net Income is positive but Cash Flow is negative.

Income Statement		
March 31 - June 30, 2020		
Revenues		
Sales	\$	3,500,000
Shipping	\$	115,000
Total Revenues	\$	3,615,000
Cost of Goods sold	\$	1,800,000
Gross Profit	\$	1,815,000
Operating Expenses		
Office Supplies	\$	13,500
Payroll	\$	1,500,000
Total Expenses	\$	1,513,500
Net Income	\$	301,500.00

Statement of Cash Flows
for the Quarter Ended June 30, 2020

Cash flows from Operations

Cash received from customers	\$ 2,750,000	
Cash paid to suppliers	\$ (1,800,000)	
Cash paid to employees	<u>\$ (1,500,000)</u>	
Net cash from operations		<u>\$ (550,000)</u>

Cash flows from Investing

Proceeds from sale of equipment	\$ 120,000	
Purchase of equipment	<u>\$ (200,000)</u>	
Net cash from investing		<u>\$ (80,000)</u>

Net change in cash		\$ (630,000)
Cash balance (beginning of period)		<u>\$ 654,000</u>
Cash balance (end of period)		<u><u>\$ 24,000</u></u>