



The Manager's Workshop

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Your “Doing” assignment for Leadership is based on this simulation. This document provides general information on *The Manager's Workshop* (MW) that will help you better understand the simulation. The specific work you are required to do is detailed in the Leadership Doing assignment. You will not need to do everything with the MW that is described in this document to complete your assignment. However, you may find a number of the features of the MW useful for learning even beyond your required work. The features that you are most likely to use as you complete your assignment are highlighted in red.

- General Introduction
- Feature Description

General Introduction

The Manager's Workshop (MW) is a multimedia simulation that places you in the role of a new hire at Omega Pharmaceutical Corporation in charge of managing five employees who exhibit performance problems. As you manage in the MW, you are presented with a series of choices for each employee. Each time you make a decision, you will be shown a brief video that reveals the consequences of your decision. You will then be given another set of choices and shown a video based on your next decision. This process continues until you have successfully or unsuccessfully managed each employee. This simulation is designed to let you apply your knowledge from this course and your personal experiences.

The MW is an easy to use, “point and click” simulation that runs in your Internet browser. All you need to run the simulation is a current browser and QuickTime. Simply follow the link to the simulation and launch the file “start.htm.”

Feature Description

The MW office desktop interface is the “home” from which all of the features in this simulation can be accessed. Simply “point and click” to navigate through the Manager's Workshop. One of the best ways for you to learn about the structure and features of the Manager's Workshop is to try out each of the features of the simulation.

A complete description of all of the program's features is presented below. The order of the descriptions below reflects the relative position of each feature from the left-side to the right-side of the Manager's Workshop office desktop interface.

- **Satisfaction Assessment** – This questionnaire enables you to assess your satisfaction with eight dimensions of your jobs (physical conditions, coworkers, kind of work, career future, organization, pay, supervision, amount of work). There are a total of 16 questions in this assessment. You are asked to respond using a five-point scale that reflects the degree to which you agree or disagree with each statement. Results are presented in a table that displays your individual mean scores (“Your Responses”) compared with the scores from a sample of managers from the real world and a sample of college students. A “Discussion” of these results appears below the table of results. The discussion helps you interpret your results and to better understand why they are important for employees and managers in real world organizations.
- **Motivation Style Assessment** – This questionnaire enables you to assess three dimensions of your style for motivating others (Theory Y vs. X, Employee Participation, and Employee Importance). There are a total of 26 questions in this assessment. You are asked to respond to each question using a combination of two-point or five-point scales. Results show your individual scores compared with the mean scores from a sample of managers from the real world and a sample of college students. A “Discussion” of the results is also provided to help you interpret your results and understand how they can influence your behavior and decision-making in work situations (like the Manager’s Workshop!).
- **Telephone (“Talk to Employees”)** – This is the starting point for making decisions about how to manage any of the five employees in the Manager’s Workshop. The five employees are: Buff, Jim, Lisa, Wilson, and John. You can access this feature by pointing at the telephone icon located on the left side of the Manager’s Workshop office desktop interface. Once this feature is selected, a menu pops up that allows users to select which employee they would like to talk to regarding his/her job performance. Once an employee has been selected, a video screen opens that provides some background information about that individual. You are then given a set of decision alternatives on the right hand side of the screen and asked how you would like to proceed in responding to the situation presented.
- **Introduction** – Appearing as a CD on the desk, this feature provides a brief video overview of the MW by Randall Dunham.
- **Airbag Comic** – This is a hidden feature (sometimes called an “Easter Egg”) that will display a humorous comic about protection against poor decision-making. See if you can find the comic. Its location is not documented.
- **Decision History** – Appearing as a filing cabinet, this feature allows you to review or print the decisions you have made in relation to any of the five employees in the Manager’s Workshop to do so. This is an important feature for supporting your analysis and evaluation of the decisions you have made in the simulation. Note that you will be able to check your history only while using the computer. After you have logged off or quite the browser (or after another user uses the computer to run the MW), your decisions will be deleted. If you wish to have a record of your decisions, you should print the decision history prior to exiting the MW program.

- **Cases** – This feature appears as a binder on the bookshelf and contains multimedia presentations of six case studies of real world organizations that used work motivation theories or concepts to enhance employee effectiveness and performance. The six case studies are:
 - Setting Goals to Enhance Lumberjacks' Performance (goal-setting theory)
 - Modifying Behavior of Airline Reservation Agents (operant learning theory)
 - Motivating Nurses to Improve Attendance (operant learning theory)
 - Meeting Employees' Needs with Flexible Benefits (need theories)
 - Reacting to the Equity of Office Assignments (equity theory)
 - Applying Motivational Concepts to Self-Management (self-management)
- **Mastery Tests** – Another binder on the bookshelf, this feature includes a five-question self- test for each of the motivation theories or concepts discussed in the “Theory Videos” section of the Manager's Workshop (see below). These questions use a multiple-choice format with five response alternatives. You complete each test simply by clicking next to your desired answer to each question. Once a test has been completed, you can see how well you did on that test and view an explanation of why the correct answer was the best alternative among the choices given.
- **Omega** – The third binder on the bookshelf, this feature provides a brief video orientation of Omega Pharmaceutical, the company at which you will be employed as a manager during the Manager's Workshop, and describes your job as a new manager.
- **MW Help** – You may click on this binder to obtain a brief overview of the Manager's Workshop, its features, and some frequently asked questions regarding technical issues.
- **Credits** – This bookshelf item contains a list of all the individuals who participated in the design and production of the Manager's Workshop.
- **A Cartoon** – This is another hidden feature or “Easter Egg.” This is a light and fun story that illustrates a variety of motivation and management issues. Try to find it.
- **Theory Videos** – Accessed by clicking on the monitor on the desk, these video mini-lectures are presented by Randall Dunham. The first lecture, ‘Introduction to Motivation,’ is automatically presented. Other theory mini-lectures are available in a menu shown on the right side of the screen. These include mini-lectures on:
 - Direction and intensity
 - Need theory
 - Learning theory
 - Goal theory
 - Equity theory
 - Expectancy theory

- **Personnel Files** – Another filing cabinet provides important information about each of the five employees whom users are managing in the MW. This includes the following information about each employee:
 - *Current resume*
 - *Sales*. This presents current and past data regarding sales volume, volume rank, standard volume/birthrate in region, % M.D.s contacted, and days of wholesale supply.
 - *Self-Assessment*. This displays self-assessment results for the following measures: Theory Y vs. X, employee participation, employee importance, and satisfaction with physical conditions, coworkers, kind of work, career future, organization, pay, supervision, and amount of work.
 - *Miscellaneous*. This includes documentation of actions taken in managing each employee by their previous manager.
 - *Decision History*. This accesses a record of all decisions made in managing each employee within the context of the MW.