**Organizational Behaviour**

Study the case entitled **“Rosie”** carefully and answer all the **6 questions.**

**“ROSIE”**

**Rosie** is akind-hearted gentle lady of 52 years old. She has been a loyal employee to the Company ABC.

She joined the company when she was 24 years old. For the first 12 years she was in the sales department, then 5 years in the production department, 4 years in the R&D department and in the last 4 years in the human resource department as the manager.

Recently Rosie was appointed to be the General Manager of the company – a position she had never expected. She accepted the job with some mix feelings. At this time the Company ABC was in financial difficulty and many people expected the company to close.

However Rosie was not accepting such an idea and was determined to do everything in her power to save the company. She noted that the company still had capable and experienced workers and most of them had been with the company for many years. Besides, the company had good production facilities. Then, there was still the strong market to look up to. Besides, there were not many competitors around at that time. Her sense of duty and loyalty to the company forced her to take the job that nobody else wanted it.

Though Rosie was not prepared for such a position as a general manager and had no higher qualification than a business communication diploma, she was confident that the company had the possibility to become profitable again. She did some research and came to know about the state of the company’s financial position and had discussion with the accountants in the finance department. This enabled her to see how to go about generating cash and how her decisions would affect the financial position of the company. However, Rosie believed that if everyone could work together with a common interest, there was a likelihood that the company could be saved. She made changes to the organization where necessary to improve on the financial performance.

The first thing she did as a General Manager was to win the confidence and trust of the employees. She appealed to them to be careful in spending the company’s money and to save every dollar as if it was their own money. She met the employees and talked to them as often as possible. She shared her ideas with them and let them know what she intended to do for the company.

She rewarded those who did their work well and did not do anything to cut their pay rise. She told everyone to work hard and to tell the truth and be honest. She worked together with the employees. The employees appreciated her presence and honesty. They trusted her and began to work harder. She had created a good relationship with her employees and together they worked hard to save the company. She was able to convince the banks and customers to support the company. She improved the production process, improved the communication system and the quality of the products. She closed down unprofitable operating units. Customers began to accept the products. Within 2 years after Rosie became the general manager, the company’s profits started to rise and the workers worked even harder.

Answer the following **six (6)** questions:

1. How did Rosie win the confidence and trust of the employees and other people?
2. What kind of ideas Rosie has for the company ABC?
3. How did she succeed in creating a good team?
4. In what ways you would see that she is an ethical leader?
5. Do you believe that females make better leaders than men? Explain.
6. What does this case say about leadership experience?

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