Sundown Bakery Case Study

Set UP

- Arrange the class into 8 groups consisting of 4 people.
- Assign each group a question from the Sundown Bakery Case Study at the beginning of Ch. 1

Discussion

A. Define Formal Network pg. 12

B. Group 1
   • Define the term, downward network.
   • Describe how Sundown’s downward network has changed and how it has affected the employees.
   • Describe how this network can be used to improve the relationships between mgt. & employees.

C. Group 2
   • Define the term, upward network.
   • Describe how Sundown’s upward network has changed and how it has affected the employees.
     Use the list on the bottom of pg. 14 to guide your discussion, as well as cite specific examples from the case when possible.
   • Describe how this network can be used to improve the relationships between mgt. & employees.

D. Elements needed to facilitate an effective upward network.

E. Group 3  Refer to specific page numbers in the book.
   Chapter 1, Question 1 from the book on pg. 2.

F. Define Informal Network – pg. 17

G. Group 4  Refer to specific page numbers in the book.
   • How has Sundown’s informal network changed as the company expanded?
   • In what ways has the informal network contributed to Sundown’s growing pains?

H. Characteristics of the Grapevine

I. Functions of the Informal Network - pg. 18

   confirming: confirms (or agrees with) formal messages

   expanding: adds details to a formal messages

   expediting: deliver messages more quickly than official channels, but does not necessarily bypass official channels.

   contradicting: message you hear doesn’t support message told in organ.

   circumventing: helps bypass official channel that are cumbersome
J. **Group 5**
   - Define the term sociability, how it changed as the bakery grew, and list an effect it had on the bakery’s culture.

K. **Group 6**
   - Define the term power distribution/job autonomy, how it changed as the bakery grew, and list an effect it had on the bakery’s culture.

L. **Group 7**
   - Define the term degree of structure, how it changed as the bakery grew, and list an effect it had on the bakery’s culture.

M. **Group 8**
   - Define the term emotional support, how it changed as the bakery grew, and list an effect it had on the bakery’s culture.

N. **Group 9**
   - Define the term conflict tolerance, how it changed as the bakery grew, and list an effect it had on the bakery’s culture.
**Group 1** Complete the following in 10 min.:
   a. Read the case.
   b. As a group, answer the questions below.
   c. Once answered, choose at least 3 people to relay the answer back to the class. Each group has 10 min. to review their answer in class so manage your time wisely.

✓ **Answer the questions below:** Refer to specific pages in the textbook when answering these questions.
   - Define the term downward network.
   - Describe how Sundown’s downward network has changed and how it has affected the employees. Use the list on the bottom of pg. 12 when answering the question and cite specific examples from the case when possible.
   - Describe how this network can be used to improve the relationships between mgt. and employees.

**Group 2** Complete the following in 10 min.:
   a. Read the case.
   b. As a group, answer the questions below.
   c. Once answered, choose at least 3 people to relay the answer back to the class. Each group has 10 min. to review their answer in class so manage your time wisely.

✓ **Answer the questions below:** Refer to specific pages in the textbook when answering these questions.
   - Define the term upward network.
   - Describe how Sundown’s upward network has changed and how it has affected the employees. Use the list on the bottom of pg. 14 when answering the question and cite specific examples from the case when possible.
   - Describe how this network can be used to improve the relationships between mgt. and employees.

**Group 3** Complete the following in 10 min.:
   a. Read the case.
   b. As a group, answer the question below.
   c. Once answered, choose at least 3 people to relay the answer back to the class. Each group has 10 min. to review their answer in class so manage your time wisely.

✓ On pg. 2, answer question 1 from Ch. 1 as a group. Refer to specific pages in the textbook when answering your question. Your responsibility is to add to the responses given by groups 1 & 2 (group 1 is covering downward networks and group 2 will cover upward networks). Do not repeat what they say, but add to it.

**Group 4** Complete the following in 10 min.:
   a. Read the case.
   b. As a group, answer the question(s) assigned to you.
   c. Once answered, choose at least 3 people to relay the answer back to the class. Each group has 10 min. to review their answer in class so manage your time wisely.

✓ **Answer the questions below:** Refer to specific pages in the textbook when answering these questions.
   - How has Sundown’s informal network changed as the company expanded?
   - In what ways has the informal network contributed to Sundown’s growing pains?
Group 5  Complete the following in 10 min.:
  a.  Read the case.
  b.  As a group, answer the questions below.
  c.  Once answered, choose at least 3 people to relay the answer back to the class. Each group has 10 min. to review their answer in class so manage your time wisely.

✓Answer the questions below: Refer to specific pages in the textbook when answering these questions.
  • Define the term sociability, how it changed as the bakery grew, and its current effect on the bakery’s culture.

Group 6  Complete the following in 10 min.:
  a.  Read the case.
  b.  As a group, answer the questions below.
  c.  Once answered, choose at least 3 people to relay the answer back to the class. Each group has 10 min. to review their answer in class so manage your time wisely.

✓Answer the questions below: Refer to specific pages in the textbook when answering these questions.
  • Define the term power distribution/job autonomy, how it changed as the bakery grew, and its current effect on the bakery’s culture.

Group 7  Complete the following in 10 min.:
  a.  Read the case.
  b.  As a group, answer the questions below.
  c.  Once answered, choose at least 3 people to relay the answer back to the class. Each group has 10 min. to review their answer in class so manage your time wisely.

✓Answer the questions below: Refer to specific pages in the textbook when answering these questions.
  • Define the term degree of structure, how it changed as the bakery grew, and its current effect on the bakery’s culture.

Group 8  Complete the following in 10 min.:
  a.  Read the case.
  b.  As a group, answer the questions below.
  c.  Once answered, choose at least 3 people to relay the answer back to the class. Each group has 10 min. to review their answer in class so manage your time wisely.

✓Answer the questions below: Refer to specific pages in the textbook when answering these questions.
  • Define the term emotional support, how it changed as the bakery grew, and its current effect on the bakery’s culture.

Group 9  Complete the following in 10 min.:
  a.  Read the case.
  b.  As a group, answer the questions below.
  c.  Once answered, choose at least 3 people to relay the answer back to the class. Each group has 10 min. to review their answer in class so manage your time wisely.

✓Answer the questions below: Refer to specific pages in the textbook when answering these questions.
  • Define the term conflict tolerance, how it changed as the bakery grew, and its current effect on the bakery’s culture.