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Economic Essay Contest

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The Appraisal Interview and the Marginal Employee

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6. The supervisor should concentrate on the employee's behavior and not on his personality. This will reduce the natural tendency we all have of being defensive when we think someone is attacking us personally. The focus should be on *what* the employee is doing wrong, not *why*. In fact, the employee knows why he does what he does better than the supervisor. In other words, calling someone lazy (the why) seldom helps. But specifically pointing out work that did not get done gets to the main point.
7. Don't try to resolve all problems with one interview. The interview should be seen as being part of the overall supervisory relationship between manager and employee. Too often, the supervisor, frustrated with the employee's poor performance, will overwhelm him with unrealistic demands. Such demands may discourage the employee rather than motivate him. A supervisor should expect

improvement at a level (rate) that approaches or is equal to standard job requirements for all employees.

8. Set targets for future accomplishments. When the interview is concluded, the employee should have a clear understanding of what he has been doing wrong and what is expected of him in the future. Particular emphasis should be given to areas of expected improvement.
9. The supervisor should close the interview by emphasizing his commitment to the employee's efforts to become successful. The supervisor should offer any support the employee may require to improve. Although the employee is the only person capable of reversing the situation, his perception of a supportive environment will increase his motivation to change. Supervising marginal employees in a supportive manner while simultaneously insisting on maintaining com-

pany standards will usually effect a positive response from the employee.

Whether or not an employee's performance will improve is determined by a multitude of factors—many beyond the control of the supervisor. However, the development and implementation of an effective evaluation program will improve the probability of success. It is very doubtful if improvement will occur without such a program.

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Of Management

References

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3. *Increasing Productivity Through Performance Appraisal*, Gary Latham and Kenneth N. Wexley, Addison-Wesley, 1981.

Accounting Student Receives National Award



Garth Deur, a Seidman College graduate student, earned one of the top scores among nearly 67,000 candidates from across the United States who took the Certified Public Accountant (C.P.A.) examination last November.

Deur and three other Michigan residents who were among the top 101 scores will receive Elijah Watt Sells High Distinction Awards for the grades they earned on the exam.

Deur, a Fremont resident, will earn his master's degree in business administration from Seidman College of Business and Administration in May. He will join the staff of Arthur Andersen & Co., the national accounting firm, in its Grand Rapids office in July.

The Sells Awards, established in 1923, are presented to C.P.A. candidates who take all four sections of the Uniform Certified Public Accountant Examination at one time and receive the highest grades. The American Institute of Certified Public Accountants sponsors awards including medals for the top three scorers and certificates for performance with high distinction.

The Sells Award is not the first honor Deur has received. He was the 1981 recipient of Seidman College's Richard H. Giles Scholarship, a \$4,000 award for one year of full-time work in the Seidman graduate accounting program. Recipients of the Giles award are selected on the basis of their academic potential, interest in accounting, financial need, and potential for making outstanding contributions in the field of accounting.

Deur was also one of two Grand Valley students named recently to receive a *Wall Street Journal* Award, given annually to one graduate student and one undergraduate student at Grand Valley and other colleges and universities. Faculty members select students for the awards on the basis of their academic achievements, contributions to the college, and leadership. The award includes a one-year subscription to the *Wall Street Journal* and an engraved paperweight.

Deur is a graduate of Western Michigan Christian High School in Muskegon. He earned a B.S. degree in business administration from Calvin College in Grand Rapids in 1978 and was employed as a general manager for Deur Chevrolet Sales in Fremont before enrolling in Seidman College.

Economic Essay Contest

One hundred students have submitted entries in the high school economic essay contest sponsored by the Economic Club of Grand Rapids in cooperation with the Enrichment Fund of the Seidman College of Business. "What Should Be Done to Revitalize Michigan's Economy?" is the topic for the Spring 1982 Composition Awards.

The contest offers a total of \$2,300 in cash and scholarship awards, including \$250 for the first place winner. Recipients of the awards will be announced at the May 3 meeting of the Economic Club.

Marvin DeVries, dean of Seidman College of Business, is serving as chair of the committee of judges for the awards.