

# UNIVERSITY OF NORTH GEORGIA

HOW WELL DO YOU UNDERSTAND THE CONCEPT OF PLAGIARISM?

Name \_\_\_\_\_.

**First, read the following excerpts from two textbooks.**

1. From Frederick D. Sturdivant, *Business and Society: A Managerial Approach*, rev. ed. (Homewood, Ill.: Richard D. Irwin, Inc., 1981), p. 189:

. . . [E]ven in a highly automated assembly-line setting, an authoritarian and inflexible approach may not always be appropriate. Additional support for this point of view is given in a *Fortune* article by Judson Gooding. Gooding reported on a number of successful attempts at creating motivation among production employees to improve their work by giving them more freedom and responsibility, listening to their suggestions, and enlarging their jobs. After studying the various attempts and interviewing employees involved, Gooding was led to the conclusion: "If you assume your workers are slovenly sluggards who will work only when pressed by supervisors, that's what you'll get. If, however, you assume they can take pride in their work, get real satisfaction from it, and become personally involved in perfecting it, then this too may come to pass" [Sept. 1970, pp. 134-135].

2. From Arthur W. Sherman Jr. and George W. Bohlander, *Managing Human Resources*, 9th ed. (Cincinnati: South-Western Publishing Co., 1992), p. 472:

The aim of job redesign is to enrich a job so that the employee is more motivated to do the work. This approach usually builds increased autonomy and feedback into the job, adds tasks to the job, and increases the number of skills required to complete the work. One of the earliest theories associated with such job redesign was Herzberg's **two-factor theory**, which identified two sets of factors in organizations: extrinsic factors like pay and working conditions, which he called *hygiene factors*, and intrinsic factors like job challenge and responsibility, which he called *motivators*.

**Next, assume that various students had read the foregoing excerpts and then wrote the following passages in their term papers. In each case, identify whether or not the student has plagiarized the sources. If he or she has plagiarized the sources, explain what the student should have done to avoid plagiarism.**

Plagiarism    Not Plagiarism

- Herzberg distinguished between hygiene factors (e.g., pay and working conditions) and motivators (e.g., job challenge and responsibility). More challenging work and responsibility give workers a feeling of autonomy that helps to motivate them (quoted in Sherman and Bohlander, 1992, p. 472).

If there is plagiarism, what should have been done to remedy it? \_\_\_\_\_  
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- If a supervisor assumes that employees can take pride in their work, get real satisfaction from it, and become personally involved in perfecting it, then this too may come to pass!

If there is plagiarism, what should have been done to remedy it? \_\_\_\_\_  
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- If employees of an organization seem to be unmotivated, it makes sense for management to consider factors known as "motivators," which are to be distinguished from "hygiene factors." Hygiene factors include pay and working conditions. Motivators include challenging work and responsibility to get the job done.

If there is plagiarism, what should have been done to remedy it? \_\_\_\_\_  
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Plagiarism    Not Plagiarism

- Gooding has said that employees can be motivated if management improves the employees' work by giving them more freedom and responsibility, listening to their suggestions, and enlarging their jobs.

If there is plagiarism, what should have been done to remedy it? \_\_\_\_\_  
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- Authoritarian approaches to management have been discredited, even in the regimented environment of assembly-line manufacturing (Sturdivant 1981, p. 189). Job redesign has been found to motivate employees more than commands and punishment do (Herzberg, cited in Sherman & Bohlander, 1992, p. 472).

If there is plagiarism, what should have been done to remedy it? \_\_\_\_\_  
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