

## **American Negro Slavery**

The resistance to slavery was prevalent and took diverse forms, proving to be costly and disconcerting to the owners. Feigning illness, breaking tools, shoddy work, insolence, utter disobedience and running away – these were only a few of the many ways that slaves exerted their independence and countered their owners' power.

Authors Robert Fogel and Stanley Engerman of *Time on the Cross: The Economics of American Negro Slavery* explain the quantitative methods that demonstrate how these slaves were skilled and efficient workers. Adopting an entirely different view, critics during that time were quite critical on the essence of the book. It shows the slaves had vigorous health and strength where they saw the institution of slavery as prosperous due to its rewards towards both slaves and their masters. It looked too many that the slaves seemed better off than the Northern industrial workers, as some could possess and attain managerial positions in their plantations. Families did not have to separate and the abuse was not harsh. The authors' research reveals that there was a highly disciplined, highly specialized, and well coordinated labor force (Fogel & Engerman, 1974). Fogel and Engerman (1974) perceived these large scale operations on plantations as efficiencies that were featured by "the organization of slaves into highly disciplined, interdependent teams capable of maintaining a steady and intense rhythm of work" (Watkins, 1999).

This was how the authors interpreted the issue of slavery which was quite a different view from the usual criticism, since this adopted defense of slavery. In their *Time on the Cross: The Economics of American Negro Slavery*, they used quantitative methods to show that the slaves were actually skilled and efficient workers who managed to be independent yet efficient in their labor work. It is on this note that the authors saw the top quality...

## **WALT DISNEY COMPANY**

It is the objective of the Walt Disney Company to be one of the world's leading producers and providers of entertainment and information, by the efficient use of its portfolio of brands, services and consumer products. According to George Mitchell, Chairman of its Board, the goal is to "establish governance as a high priority" (Nelson). The company highly relies on its Board to help shape the company's overall course as well as to hold management accountable for its performance. Throughout the years, audiences, consumers and shareholders have come to depend on the company for quality, creativity, innovation and integrity (Nelson).

The company employs rewards to motivate employees such as the Spirit of Fred Award. This award originated from a model employee called Fred, who rose from the ranks. Five people taught him the values necessary for success at Disney and this inspired him to be friendly, resourceful, enthusiastic and dependable (FRED), where each letter stands for the acronym of his name represented by a good virtue of the person. It is worth noting that the employees at Walt Disney strive to uphold these virtues such that this Lifetime Fred Award became a much-coveted award. Management believes that what tends to motivate workers the most are such intangibles as management's appreciation for their performance, being kept informed about things that affect them and having a sympathetic manager who takes the time to listen to them (Disney Meetings). There are also other perks given to employees so that they will be encouraged to perform consistently at a heightened level. These rewards are well-appreciated by employees and they can come in the form of gift certificates like a spa gift certificate or days off or fancy parties. The gifts are chosen to enhance the sense of a job well-done. Consequently, this results in...