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Chapter 7: Manager as Leader

1. Managers must make sure that employees get the work of the business done. In the past, managers would have to tell their employees to do get things done, but over the years with the experience, that when an employer does not feel they are involved in decisions they will not be involved in such decision.
2. If employees are not satisfied they will not perform the work correctly, may not treat customers well, or may quit - requiring the company to hire and train new employees. Now, not only does the manager have to order, the employees, they must find new ways to meet employee needs.
3. Five characteristics of effective leaders:
 - Participate in organizations and activities, clubs, teams, and organizations offer opportunities to develop leadership skills.
 - Practice leadership at work. If you have a part-time job, you can develop leadership skills as you help customers, complete work assignments, take initiative to solve problems, and demonstrate dependability and honesty.
 - Observe leaders. Every day you can observe people in leadership positions. Some are effective, while others are not.
 - Work with a mentor. An older brother or sister, a trusted adult, a teacher or coach, or your supervisor at work may be willing to help you learn about leadership skills.
 - Do a self-analysis and ask for feedback. Find opportunities to demonstrate leadership characteristics, review the results to identify what you did well and what you can improve, then ask others for constructive feedback.
4. Human relations skills are important for managers because they must be able to get along well with all the people they work with. They also need to help their employees develop their own individual human relations skills such as self understanding, understanding others, communications, team building, and the development of job satisfaction.
5. Differences among employees within a business can help by adding diversity, resulting in more creativity and new ideas. Also, more people questioning a decision may help improve its results.
6. The difference between formal and informal communications are that formal communications have been established and approved by the organization while informal communications are unofficial methods of information circulation.
7. A manager would want to have effective group-building skills help people understand each other and their responsibilities, with the purpose of being able to quickly identify and solve problems.

8. When a well-respected employee is able to influence the decisions of co workers they are exerting identity influence.
9. Two situations in which a manager should use tactical management are when they don't have time to allow the group to decide upon how to complete a task or when the manager is working with a new group of employees with little experience in their situation.
10. Managers must ensure the company's profits while employees are mostly concerned about their personal pay, working conditions, and job security.
11. In the early 20th century, many U.S. businesses did not treat their employees well, giving them low wages and poor working conditions, causing them to band together and form labor unions.
12. Managers of companies can work with their employees and help them accomplish tasks instead of just sitting back and giving commands like old-style managers. The current managers can also communicate a lot more with the employee to make sure that they don't feel like they are only there to be used as a mindless drone.
13. Formal communication is what goes on between teachers and students. Informal is when students talk with other students. Internal communication would be when the staff members talk with each other. External would be when the staff from our school talk with the staff from other schools. Vertical communication is when the school talks with the district and horizontal is when schools talk to other schools. Oral would obviously be when the teacher gives lecture and things. Written would be when the principal has to write a report about how the school is doing, to the district.
14.
 - a. would be the expert influence.
 - b. This is an example of a position influence
 - c. This type of influence is an example a reward influence.
 - d. This is a identity influence.
15. The manager could try to talk to them orally and say that they are doing a really good job of pumping out all of the products as quickly as possible, however, they are doing such a good job that they are leaving a lot of the products with defects. Then the manager could probably say that whoever can make the most product with the least defect will or could get a promotion.
16. Expert influence is when group members recognize that the leader has special expertise in the area.
17. The combined use of strategic and tactical management is mixed management.
18. The ability to influence individuals and groups to accomplish important goals is leadership.
19. Reward influence are the results from the leader's ability to give or withhold rewards.
20. Leadership style is the way the manager treats and directs employees.
21. Tactical management is a leadership style where the manager is more directive and controlling.
22. Human relations is the way people get along with each other.
23. Identity influence stems from personal trust and respect members have for the leader.

24. Strategic management is a leadership style where managers are less directive and involve employees in decision-making.

25. Position influence is the ability to get others to accomplish tasks because of the position the leader holds.