**Human Relations in Organizations: HOMEWORK – SESSION 4**

**Chapter Seven: Leading and Trust**

Give detailed reasons why leadership skills are important to a specific organization.

What are your views on the Leadership Grid? Recall a manager or teacher you have now or have had. Which of the five styles does or did the person use?

What are your views on contingency leadership theory? Do you agree with Fiedler’s recommendation to change the situation rather than the leader’s style?

What are your views on the leadership continuum? Recall a manager you have now or have had. Which of the seven styles does or did the manager use?

Which of the four supervisory styles would you like your boss or teacher to use with you? Why would you prefer this particular style?

Which leadership theory or model do you prefer? Why?

Describe the type of leader you want to be?

Do you agree that characteristics of subordinates, task, and the organization can substitute for management direction and support? Explain your answer.

How often do you apologize? Should you apologize more often, and especially to the people closest to you, when you break their trust?

There are many traits that are said to be important to leadership success. Which three traits do you believe are the most important?

The Leadership Grid states that the one best style to use in all situations is the Team Manager style with a high concern for both people and production. Do you agree with this statement?

Fiedler’s contingency leadership theory states that managers can’t change their leadership style; they are either task or relationship oriented. Do you agree with this statement?

Do you agree with the statement that you can substitute for management but you can’t substitute for leadership, or is this just semantics?

Do you agree that integrity is at the center of trust, holding the other four dimensions together? Can competence, consistency, loyalty, and/or openness lead to trusting relationships if there is no integrity?

Based on your life and work experience, what percentage of people would you say really have integrity (that is, are honest – don’t lie, steal, or cheat – and sincere)? Give some examples of how certain people damaged your trust in them.

**Chapter Eight: Motivating Performance**

Give an example of how you have gone through the motivation process. Identify the need, motive, behavior, and satisfaction or dissatisfaction.

Give an example of how expectancy theory has affected your motivation. How can you use expectancy theory to motivate others?

Give an example of how equity theory has affected your motivation. How can you use equity theory to motivate others?

What reinforcement type(s) and schedule(s) do others use to motivate you? Explain each. How can you use reinforcement to motivate others?

Which of the motivational theories do you prefer? Why?

Some people have stated that the performance formula is oversimplified. Do you agree? Can it really be used to increase performance?

Give examples of how all five of your needs in Maslow’s Hierarchy of Needs have been or are being met.

Some people say that reinforcement theory is a means of manipulating others to do what the organization wants them to do. Do you agree? Is the use of reinforcement theory ethical?

Does giving praise really motivate others, or do they view it as a means of getting them to do more work?

Some managers say that what gets measured gets done. Do you agree? What does this have to do with setting objectives?

What are the advantages and disadvantages of an MBO program?

**Chapter Eleven: Team Dynamics, Creativity and Problem Solving, and Decision Making**

Many people complain about meetings. Recall a meeting that you have attended. Do you have any complaints about it? How could the meeting have been improved?

Identify the types of problem team members you have encountered. Did the team leader effectively handle these problem members? How could the leader have improved in managing these members?

Solve a problem you are facing by following the five steps in the decision-making model. Write it out clearly, labeling each step.

Is following the steps in the decision-making model really all that important? Which steps of the model do you tend to follow? Which steps do you tend not to use?

It has been said that the team performance model is too simplistic; group performance is much more complex. Do you agree with this statement? How can the model be used?

What is the difference between a rule and a norm? Do norms help or hurt groups? Is it ethical to make group members comply with group norms? Can groups stop having norms?

It has been said that success breeds cohesiveness, which in turn leads to more success. What does this mean? How is it supposed to work? Do you agree with the statement?

Select a team or group to which you belong/have belonged. Which team member had the highest level of status? Identify the factors that contributed to that person’s high status.

Team development stages state that most people coming to a new group are enthusiastic, but that with time they lose some of their morale. What types of things happen in most groups to cause this decline in morale? Be sure to focus on the components of team structure and team dynamics.

What is the role of intuition in decision making? Should managers use more objective or subjective intuition when making decisions?

Should managers be ethical in their decision making? If so, how should ethics be used in decision making?

Which of the potential advantages and disadvantages of group problem solving and decision making do you think arise most frequently?

With virtual team members from all over the world, how does the global economy affect team performance?

How do your personality traits affect your teamwork and decision-making style and your interest and ability to participate in group decision making?