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CHAPTER 6 EUGON RELATIONS WITH YOUR DIRECT REPORTS, BOSSES, AND PEERS MULTIPLE CHOICE The quality of our relationship with our bosses, direct reports and colleagues affects our kew. The effectiveness of the career success of personal well-being are all of the above (Remember, Easy) People who are willing and able to understand the needs of others and adapt their behavior in response, usually . get promoted more of getting higher salaries have more mentors all of the above (Remember Easy) Our assumptions about the power of the relationship affect on . Do we believe that we can trust the power figures whether we believe we can trust ourselves, can we create an effective boss-direct report of the relationships of all of the above (Remember Easy) People with lower power in organizations tend to be. pay more attention to the behavior of people who are higher in the organization to pay less attention to the behavior of people who are higher in the organization to develop more complex interpretations of the behavior of people who are higher in the organization as with (Remember, difficult) according to the tutorial, . people at the lower, middle and upper hierarchical levels all have power (remember difficult) people at the middle levels of the hierarchy have very little power because they found themselves between the lower and upper levels of people at the lower, middle and upper hierarchical levels have similar kinds of power none of the above According to the textbook, people at the upper levels have power from Kew. their ability to support or resist their ability to participate in the mandatory non-compliance with their ability to determine the direction of the organization and the way they work (Remember, Moderate) all of the above According to the textbook, people at lower levels of the hierarchy have power from Kew. their ability to support or resist (Remember Moderate) their ability to bring people together at other levels their ability to determine the direction of the organization and the way all of the above Toby has just begun to control Eloise when he realizes there are going to be some problems. Every time Toby asks Eloise to do something, she does the exact opposite. Recently, Toby learned that Eloise often comments: Toby does not know what he is doing - he should just stay out of our way. To be honest, I've never had a boss who didn't know anything. According to researchers Bill Kahn and Kathy Crum, Eloise is likely to have a power orientation. Interdependent dependents (applied, difficult) none of the above researchers Bill Kahn and Kathy Crum explain that there are three types of power relationships that play at work. Which of the following is not one of them: an interdependent independent (Remember, Moderate) interdependent dependent If we believe that we cannot depend on the power figures to take care of us, and that we can only count on ourselves, our orientation to power is likely to be . interdependent interdependent Easily) an independent boss who views the relationship of power as built on mutual respect and responsibility is likely to be. interdependent in its focus on power (applied, difficult) depends in his/her orientation to the power counter-dependent in his/her orientation to power none of the above-mentioned workers who are interdependent in his/her orientation to power are likely to view his work as a direct report as. team player with boss, sharing mutual respect and responsibility (Applied, Moderate) to over-please the boss, even if the boss incorrectly work against the boss a and b above Cognitive complexity, allows the leaders. Make their leadership style more consistent in different situations to adjust their leadership style to fit situations (applied, moderate) use hidden control to more effectively monitor employees more closely you have just gained supervisory responsibility for the department of highly educated scientists, many of whom have successfully worked in their workplaces for twenty years or more. They are working on the type of project that they have comfortable and have excelled in their work several times in the past. According to the Situational Leadership Model, what management style should be used with these employees? By participating in delegation (applied, easy), persuading in the model of situational leadership, Paul Hersey and Ken Blanchard advise managers to focus on three criteria. Which of the following criteria is not one of these criteria? The essence of the leadership style of employees in the hierarchy (Remember, Moderate) is that. The manager needs to figure out his/her natural style, and use it consistently in different situations the manager must figure out his/her natural style, and hire primarily direct reports that will respond to this style, regardless of the situation the manager needs to change his style to match the characteristics of the situation (Remember, Moderate) the manager must change his style to match the desires of his boss Situational Leadership model recommends managers to evaluate the readiness of the staff by watching. As a motivated and confident direct report is to make a specific task, as technically own a direct report is to make a specific task, whether a direct report has the necessary skills and knowledge to do a specific task all of the above (remember hard) Fran Manager has two direct reports, Harry and Sally. If Fran uses the Situational Leadership model, Fran will. Always use the same style with Harry and Sally to show fairness to use the style of leadership that he/she stands out for so that Harry and Sally can predict their boss's behavior to change their style with Harry and Sally, depending on the circumstances (applied, emphasize relationship-oriented behavior over task-oriented behavior in a whole style that is low on on behavior and high-task-oriented behavior is. talk (Remember Moderate) convince the participating delegation manager should use a convincing style in which of these circumstances? The employee is ready and able to perform a specific task on his own, without any input or follow-up required or necessary from the manager. The employee owns a specific task, but still depends on the manager for psychological support. The staff member still needs technical support and follow-up, but is gaining ability and motivation. The employee is unwilling and unable to perform a specific task on his own. When an employee is unwilling and unable to perform a task on his own, what style should they use? I say (Remember Moderate) to convince the participation delegation you are familiar with the Denison Leadership Development Model, and so far, it works well for you. To date, you have reported a clear vision to your employees, and have given them clear policies and norms. According to Denison, what more needs to be done to become an effective manager? Encourage employee participation to help adapt employee pay increases to reward them when they achieve a 5% increase in productivity as the b (applied, moderate) Denison Leadership model focuses on what managers can do to create effective organizational cultures. Which of the following is not one of his suggestions for this? Promoting the adaptability of practicing tough love as a manager (remember, Moderate) to encourage the participation of employees with clear policies, procedures and norms From studying the Denison model, you know that it is important to communicate a clear and attractive mission to your employees. Which of the following behaviors will help you do this? By informing employees of the organization's long-term strategies to track employee progress in relation to goals that help employees see what the organization will look like in the future (Recall, Difficult) if the manager wants to help employees be more innovative, Denison Leadership models suggest that it is likely to have the greatest impact by focusing on Kew. the consistency and involvement of mission staff and the adaptation of the mission and the sequence of employee participation and adaptation (Remember difficult) the employee who believes that he or she can change the workplace is . commissioners (Remember, Moderate) enlightened misleading advisory people who are empowered usually share multiple beliefs. These beliefs include all the following, except the belief that their work makes sense Belief that they are competent in their work Belief that someone else will greatly regulate their behavior (applied, moderate) belief that they can influence the work environment according to the researcher Spreitzer, as a manager, you have to do all the following to inspire a sense of empowerment in your employees, except. Give Employees Access to Search Information Search employees' opinions and use these opinions in decision-making Give employees access to abundant resources (Recall, difficult) Set clear goals and boundaries According to a survey conducted by Gallup organization, employees who believe their organizations are inspiring and allowing them to do their best work are most likely to answer yes, to which of the following statements? Do I know what is expected of me at work? (Remind me, easy) Can I do whatever I want at work? Will I get a promotion in the next 6 months? and and more above In Milgram experiments, approximately what percentage of the test subjects continued to shock the student to a maximum of 450 volts? Approximately 10% Approximately 25% Approximately 65% (Recall, Moderate) Approximately 80% stanley Milgram and other researchers found that all the following are likely to increase obedience power, except for Kew. The assumption of personal responsibility (Remember, Moderate) emphasis on the technical rather than human aspects of interaction attributes the legitimacy of proximity to the power figure According to researcher Philippe Simbarido, which of the following organizational conditions can lead to abuse towards the person by the people in power? Secrecy vague or changes in the rules of diffusion of responsibility all of the above (Remember Easy) As an employee, you can avoid undue influence from people in power who may ask you to engage in immoral or unethical actions from the outside. Prepare yourself to be prepared to leave or expose an unethical or morally dubious situation by acknowledging that you are responsible for your own behavior, knowing your attitude to power all of the above (Remember, Moderate) National Transportation Safety Board have concluded that up to 94% of all plane crashes are caused by dysfunctional obedience to the authorities. 5% 15% 25% (Remember, Moderate) 65% Jane is very loyal to her organization because she has an organizational culture that promotes compassion for others, especially if necessary. Which of the following is unlikely to be true in this organization? Values that support the care of other Symbolic Leadership and stories that express the importance of compassionate values of networks and relationships that help acts of care spread quickly when it is necessary All of the above inspire compassion in organizations (applied, moderate) Researcher Jane Dutton and her colleagues have found that organizations that create a cascade of collective compassion to help those in need are able to do the following: to provide the amount of necessary resources (the breadth and diversity of resources) to ensure the necessary resources (the diversity of resources) to ensure the necessary resources (the diversity of resources) provide the necessary resources (to the unique needs of individuals) to quickly act To provide the necessary support all of the above (Remember, hard) To manage your relationship with your boss effectively, you should. to assess your on the power to evaluate what your boss needs from you to be successful let your boss boss what you need to be effective in your work is all of the above (Remember Easy) According to researcher Blake Ashforth, abrasive bosses are characterized by Kew. Cold and impersonal interactions distrust direct reports of public criticism of direct reports all of the above (Remember Easy) Effective Mentors help their protege by providing . instrumental support for psychological support for both a and b (Recall, Easy) none of the above based on the book, which of the following statements is true? Poor mentoring can be worse than a lack of mentoring at all (Recall, Hard) Hill's study found that most new managers relied more on their current bosses than on peers to support Psychosocial support refers to the mentor's willingness to provide proteges with complex and high visibility assignments None of the above statements are true. According to your text, as a protege, you should do all of the following, except to understand and adapt to your mentor's work style to show that you are committed to your professional development to develop a network of development relationships all of the above (Remember, Moderate) According to researcher Kathy Crum, this is the stage in which mentors and proteges are more likely to become peers. initiation of redefinition (Recall, Moderate) division of cultivation in general, effective networks, primarily focused on one goal primarily to focus on the strong connections diverse (Remember, Moderate) primarily contain communication with people in their field of work Two of your friends have just been hired for new leadership positions. You have read this tutorial and want to give your friends tips on an effective network. You have to tell your friends all the following: Develop mentoring relationships with people at different levels of the hierarchy. The most important mentoring relationship your friends will have is the one they develop with their bosses. The (Recall Moderate) relationships that they develop with their peers can be some of the most rewarding mentoring relationships they will have. They need to develop a network of relationships in development according to researcher Stacey Blake-Beard, who studies mentoring between identity groups. Proteges should primarily look for mentors who share their same identity groups (e.g. race, gender, nationality, etc.) mentors and proteges should look below superficial differences and identify a deeper level of similarities such as values, relationships, knowledge and skills (Remember, Moderate) past studies have shown that relationship similarities were not associated with higher group cohesion, satisfaction, performance ratings. relationship similarity is not a catalyst for communication. According to researcher Ray Friedman, minority online groups are more likely to be if they attract high-profile potential minority staff who provide a variety of activities that regularly regularly

According to Jane Dutton and Emily Heapy, the high-quality relationship is characterized by Kew. Both sides feeling emotionally connected, energized, and appreciated by adaptability and sustainability more participation at work and better performance all of the above (Remember, Easy) People are drawn to energy because, they feel more involved, motivated and positive when they are around them, they feel that they have meaningful goals in general, they hope they can change all of the above (Remember, Easy) Studies show that people who use ingratiation tend to, get more favorable performance ratings (Remember Moderate) to get less favorable performance scores less liked by their boss none of the above according to this tutorial, the idea that we are trying to influence other people's judgments about us to get what we want captured term _____. Orientation Task Management Impression (Remember Easy) courtesy of targeting the self-justification strategy of TRUE/FALSE People who are lower in the organizational hierarchy tend to pay more attention and develop more complex interpretations of the behavior of people who are higher than they are in the organizational hierarchy. True (remember, moderate) false people at the lower, middle and upper levels of the hierarchy have sources of power. True (Remember Easy) False According to the Situational Leadership Model, an effective manager should treat all direct reports the same to ensure that they feel fair. True False (Remember Easy) Marcos usually sees his bosses as irrelevant or as obstacles to overcome. Marcos will be considered counter-dependent in his attitude to power. Truth (Remember Easy) False Self-Awareness can reduce your chances of blindly conforming to power and going against your conscience. True (recall, moderate) false organizations that create cultures that inspire compassion depend on networks and relationships to ensure the scale, scale, setting and responsiveness needed when needed. True (Remember Moderate) False In their research by compassionate organizations, the researchers found that tuning (attention to people's unique needs) has nothing to do with helping needy employees. True False (Recall Moderate) According to researcher Harry Levinson, abrasive bosses are often very capable, action-oriented, and achievement-driven. True (remember, moderate) false mentors can provide both instrumental and psychosocial support. The true (remember, moderate) false similarity of the deep level (e.g. values, relationships, knowledge, and skills) between mentors and proteges can improve the relationship between a mentor and a protege. Truth (Remember Moderate) False Network Skills are part of your personality, and very difficult to change without a long-term, professional True False (Remember, difficult) Compared to strong connections, weak connections are less relevant for a successful career. True Lies (Recall Moderate) According to Jane Jane and Emily Hisi, high-quality connections can only be developed when people have spent a lot of time together. True (Remember Easy) False people who are energy in organizations are usually above performers. True (Remember Easy) False ESSAY QUESTION Explain how your focus on power can affect your relationship with your boss and direct reports. We develop our attitude to power long before we enter the world of work, and we bring that relationship into every boss-direct relationship that we have. Psychoanalysts claim that we develop our beliefs about power through our experience with our early power figures - our parents and primary guardians. These experiences affect our relationships with the figures of power throughout our lives, first of all, unconsciously forming our assumptions about the goodwill and reliability of the figures of power. Researchers William Kahn and Kathy Crum describe three orientations to power: If our primary caregivers respond to our needs in our early years, we will probably develop a belief that we are worthy of their goodwill and may depend on them to take care of us. Consequently, our attitude to the figures of power will be that the power figures are likely to be reliable and reliable, if not proven otherwise. Whether we are in the role of boss or employee, we will probably view the relationship between the authorities as built on mutual respect and responsibility (We are in this together. Kahn and Crum argue that an interdependent relationship is likely to lead to the most effective and satisfying boss-direct relationship report. If our primary caregivers are inconsistent in their care for us (for example, sometimes available and caring, while in other cases being distant and indifferent), we can develop the belief that sometimes we can rely on the credibility of the numbers, and sometimes not. Since we see that our guardians are able to care for us for at least some time, we attribute their inconsistency not to their willingness or ability to take care of us, but to their own dignity. In other words, we think it's our fault when the caretaker doesn't respond to us. Consequently, we spend most of our time and effort trying to win the attention and love of the caretaker. When we become adults, our attitude to the figures of power will probably be one of dependency, and we will try to do everything possible to please the power figures to earn their goodwill and support. Regardless of whether we are in the role of boss or employee, we will expect that the job of the boss is to take care of the employee and the job of the employee is to agree with and please the boss (Whatever you say the boss. Boss is always right.) If our primary guardians are psychologically or physically absent in our early years, we can develop a conviction that we can't depend on figures take care of our needs, and that we can only rely on ourselves to get what we need in Consequently, as adults, we are likely to view the figures of the authorities as irrelevant or obstacles that need to be overcome. Regardless of whether we are in the role of boss or employee, we will probably resist the power, assuming that the role of the boss does not matter and that the boss should stay away from his employees, even if the employees may need our support (you can't count on the boss to get anything done. Simply put, we unknowingly bring our childhood attitude to power in our role as bosses and direct reports at work when we are adults. Since we view certain types of interstate relations as normal (interdependent, dependent or interdependent), we are likely to act in a way that creates the dynamics of power that we expect. For example, if we have a dependent attitude to power, then we are more likely to expect our bosses to take care of us and act more helplessly than we really are. When we are in the role of boss, we will probably encourage people who work for us to depend on us, often by withholding important information, training or material resources that would allow direct reports to become more independent. Describe the situational leadership model. According to the situational leadership model, the manager's goal is to develop employees in such a way that employees become more competent and confident in their work and less dependent on the manager for technical and psychological support. In short, situational leadership is about employee development through appropriate degree devolution. To determine the appropriate delegation style, Hersey and Blanchard advise managers to focus on three criteria: leadership style. Effective managers develop employees using both task-oriented and relationship-oriented behaviors. Task-oriented behavior reflects production care (e.g. a clear indication of goals, procedures, policies, and performance indicators). Relationship-focused behavior reflects caring for people (e.g. praising people and taking personal care). Performance-oriented, both task-oriented and attitude-oriented behavior is essential for effective and effective performance, although one or the other may be more appropriate at any given time, depending on the level of development of the employee. Employee readiness. Employees must be both psychologically prepared (to be motivated and confident) and technically able (to have the necessary skills, knowledge and experience) to perform the task effectively and independently. When an employee does a task for the first time, an employee may need to tell you what to do, how to do it, and when to do it. The employee also needs training, help and follow-up. As the employee becomes more confident and competent to perform the task on their own, the employee needs less technical assistance (task-oriented behavior) and more encouragement (relationship-oriented behavior) to build employee confidence Independence. Task characteristics. Each task has its own requirements. Each of us succeeds in some tasks, needs help in others and generally faces some challenges. For example, a professor can be very effective in research, but not very effective in learning, or vice versa. An engineer may be very capable of writing technical reports, but less able to convey his ideas in a convincing way when faced with a non-technical audience. The seller can receive orders from customers perfectly, but is less effective at filling orders correctly and on time. Therefore, managers must adapt their style based on employee readiness and ability to perform a specific task. In short, each employee has different development needs, and these needs change with the situation. If the employee is able and willing to effectively cope with the task, the manager must offer the employee considerable independence to perform the task. If the employee is unable and unwilling to effectively handle the task, the manager must reduce the employee's independence from the task. Hersey and Blanchard describe four management styles, each based on the willingness and ability of employees to complete a specific task. Each style is most effective when it meets the needs of the situation. Speak or direct. This style is low-to-subject in relation to oriented behavior and highly task-oriented behavior (e.g. telling an employee what to do, how to do it, and when to do so, and closely monitor and monitor the work of the employee). This style is best used when the employee lacks specific skills and lacks the confidence or motivation to perform a specific task on his own. This does not mean that the manager should not offer relationship-oriented behavior, but that they are secondary to task-oriented behavior. When an employee is unwilling and unable to complete a task, the best way to increase the motivation, confidence and skill of that employee is to teach him or her how to do the job well. If the manager does not provide sufficient structure and direction, the employee is likely to flounder, perform substandard work and lose confidence in his ability to perform the task. Persuasion or coaching. This style has a big impact on both task-oriented behavior and relationships. This style is best used when an employee may have some relevant skills but still needs technical support and follow-up, but is gaining in ability and motivation. At this point, the employee needs encouragement to maintain his confidence, especially as the manager begins to encourage more independence. Participation or support. This style, with a low level of task-oriented behavior, is high in terms of behavior, relationship. This style is best used when the employee is experienced and capable with a specific task, but lacks the confidence to complete the job successfully without the help or psychological support of the manager. For example, an employee may be able to do an excellent job of training and presentation to senior managers, but he or she wants the manager to attend the presentation to back up and provide feedback after the presentation. This style is low on both task-oriented and relationship-oriented behavior. This style is best used when the employee is ready and able to perform a specific task on his own, without any input or subsequent necessary or wanted from the manager. Indeed, an employee may be more experienced in this task than the leader. Attempts by the manager to intervene by offering technical or psychological support may be considered by the employee as micromanagement or interference. How can you tell if an employee is ready and able to successfully complete a specific task? Find out if a person has the necessary knowledge about the job. Does the person know what needs to be done, why it needs to be done, where to get the appropriate resources and support, who should be involved, the level of quality standards and the appropriate performance indicators? Does a person have the skills and experience to successfully complete a project unattended? Does a person usually seek help when needed? Does a person consistently show a high level of performance with this type of task? Keep in mind that high performance in one type of task doesn't necessarily predict high performance in another type of task. Does a man constantly meet the deadline? Based on your answers, would you rate a person as high or low on the ability to take on this task? To assess the willingness to determine whether a person shows confidence and motivation to take responsibility for the task. Does a person actively seek reporting in terms of asking for deadlines, quality standards, and other performance standards? Describe what is the empowerment and four beliefs that authorized employees (based on the research of Gretchen Spreitzer and Robert queen). There is a lot of talk about empowerment these days. Of few managers understand what it is and how they can create the conditions that inspire it. When employees feel empowered, they believe they can influence their work environment, and this belief motivates them to take action to have an impact on the environment. Employees who feel empowered take the initiative, flexibility, innovation and openness to change. They are determined to help the organization achieve its goals, even if that means going beyond their job descriptions. Based on a review of several empowerment studies, researchers Gretchen Spreitzer and Robert queen found that employees who feel empowered share four beliefs about themselves and the work they do that are nurtured and supported by their managers and organizational leaders. Employees believe the organization's mission and objectives are important and consistent with their values and preferred ways of doing things. People who find meaning in their work care about what they do and expect their work to be difficult. They understand how their contributes to the achievement of the mission and goals. Employees are confident in their ability to do work related to their work. They have the basic skills they need, believe in their ability to grow and want new skills so they can meet the challenges they face. They are supported by managers who encourage learning in both mistakes and success. Self. Employees feel trusted and have the freedom to choose how they do their jobs and achieve their work goals. This allows them to make the necessary decisions and take appropriate action thoughtfully and quickly, all within the clear boundaries set by the manager (e.g. clear goals, values, performance indicators, quality standards and feedback processes). To support employee independence, empower managers to provide them with the information, training, technology and other resources they need to do a good job. These boundaries and resources allow employees to act independently (instead of micromanaging) while aligning their work with the goals of the manager and the organization. Employees believe they can influence the work environment. They believe that their leaders and leaders of organizations listen to them and invite them to participate in decision-making. Consequently, employees feel that they have contributed to the organizational decisions, actions and outcomes that are important to them, their organizations and the people they serve. Taken together, these beliefs help to create an active rather than passive focus on shaping their work role and the organization in which the employee works. Please note that students can provide the following information as well, or instead of the aforementioned answer. However, if they do not give the four beliefs mentioned above, it would be a partial loan. Managers do not empower people, but they can create environments that will encourage employees to feel empowered. Some things they can do to create this kind of environment: (1) clarify boundaries, goals, measures, objectives and lines of responsibility; (2) Expand control over managers; (3) Create ways in which employees can be connected to the organization's key political channels; (4) Give employees access to information; (5) ask employees what their opinion is, and actively listen, and (6) invest in employee training. If you want to develop an organizational culture that promotes compassion, especially for people at any time, describe at least 3 steps you could take to do so. Too often we hear about organizations that fail to live up to their moral obligations to their members and society. We are less likely to hear about organizations that show extraordinary generosity and compassion when necessary. All organizations have members who serious illnesses, the death of family members and other events that create human suffering. However, there is a great deal of diversity in how organizations respond to these sufferings. In B organizations, employees have the opportunity to reach out and quickly do everything possible to help those in need. In other organizations, the efforts of staff to help those in need are hampered by a culture of sticking to business and paralyzing bureaucracy. Researchers Jane Dutton, Monica Warlin, Jacoba Lilius and the late Peter Frost studied organizations that show extraordinary compassion. How does an organization activate a cascade of collective compassion? What systems should be in place to allow members of the organization to improvise informal but useful roles (e.g. money coordinator, backpack maker), coordinate actions between multiple groups, and customize the assistance they offer in a way that solves the unique circumstances of those who need it, especially when there are no official rules for dealing with such situations? Of course, it is important to have some compassionate people who are drawn to helping others. However, the actions of a few kind and active individuals are not enough to provide the scale (the amount of resources provided), the volume (breadth and diversity of resources provided), the setting (attention to the unique needs of individuals), and the speed of response required to provide all the necessary support. The researchers concluded that organizations that inspire and enable members to actively provide coordinated and compassionate responses to the suffering of their members have several similarities: values that support caring for others: these values not only create an environment in which aid is likely to be offered, but they also create an environment in which members feel free to ask for help rather than hide or minimize their own suffering. Symbolic Leadership and History: Organizing Leaders are a role model for the ethics of care and compassion through their actions. Networks and Relationships: Organizations that scale, scale, customize, and respond when needed depend on the coordination of multiple networks and personal connections across the organization. Compassionate Procedures: Compassionate organizations have a history of using established procedures that allow people to support those in need. Procedures are in place to help members focus on what the organization considers important and act quickly and automatically without thinking about their actions or worrying about the negative consequences. Systems that support care: Compassionate organizations have existing systems that are designed to support care ethics and customization. The lesson for leaders who want to promote compassionate automation is that it is not enough to be a compassionate leader. Rather, leaders need to see themselves as social architects who create organizational cultures and systems that generate patterns of thinking and motivating and enabling members to ensure the scale, scale, speed, and setting up most likely to reduce pain and suffering. Describe at least 5 actions that an employee can take to actively manage their relationship with the boss. Find out the boss's goals. Give the boss what he or she needs to achieve these goals. Know the boss's preferred work styles and adapt your behavior accordingly. For example, is the boss a reader (someone who prefers to receive information in writing) or a listener (someone who prefers to receive information face-to-face)? Find out the boss's strengths and weaknesses so that the employee can build on the boss's strengths and make up for weaknesses. Earn the trust of the boss. Build a reputation for being honest, trustworthy and trustworthy. Keep your boss up to date with important information and events so that he or she will never be taken by surprise. Show appreciation to the boss when necessary. Use the boss's time and resources wisely. Help the boss look good in the eyes of others. Describe the strong and weak connections, as well as the benefits of having each type on your network. Having both strong connections and weak connections in your network matters because both types of connections offer certain kinds of resources. The strength of the tie refers to the degree of intimacy, interaction, emotional investment and expectations of reciprocity in a relationship. Strong relationships offer more trust, intimacy and emotional support than weak communication, and they tend to last longer. While strong connections provide a deeper level of constant instrumental and emotional support, weak connections provide a broader impact and a wider range of resources (such as work leads from someone that you met briefly at a conference). You need the constant instrumental and emotional support you get from strong connections, but you also need broad exposure and access to the resources you get from weak connections. After all, you may not know everyone well, so your effectiveness, career advancement, and overall well-being depend on the cooperation and support of people you don't know very well, if at all. Chapter 7 HEALTH CULTURAL DIVERSITY MULTIPLE CHOICE Effective management of diverse human resources contributes to the organization's effectiveness through . Boosting positive advertising helps the organization recruit and retain good employees improving problem solving and decision-making within the organization all of the above (Remember Easy) According to researchers Robin Ely and David Thomas, who from the following perspectives on diversity is likely to lead to the bottom line of results? Integration and Training (Remember Easy) Access and The Legitimacy of Discrimination and Equity Multicultural Mainstream Company believes that the best way to use diversity in the organization is to make sure that the company hires people based on demographic groups the company serves uses a/a. access and legitimacy difficult) discrimination and fairness integration and learning multicultural mainstream according to researcher Lawrence Hirschfeld Hirschfeld when we classify someone into a racial group, we use primarily objective criteria that reflect biologically coherent populations there are as many genetic changes in racial groups as between them (Remember, Moderate) as b none of the above According to researchers Candice West and Don Zimmerman, gender refers to the role men and women take as a consequence of social expectations (Remember, Moderate) that provide criteria for determining who will make the best doctors, nurses, managers and secretaries none of the above According to the tutorial, which of the following is not among the problems that are the result of stereotypes? We see people in categories as more similar than they really are. We see people from different groups as more different than they really are. We do not see many other factors that make up our essence as human beings. All of them are among the problems that result from stereotypes. When we assume that demographic categories are based on systems of cultural significance, we assume that this is the case. people develop cultural identity through the teachings and expectations of other cultural identities affects their self-esteem cultural value systems often taken for granted by all of the above (Remember, Moderate) According to the textbook, the most important cultural knowledge, which is what the cultural group believes will help members solve two fundamental problems of survival. internal integration and external adaptation (Remember, difficult) external integration and internal adaptation of individuation and socialization sense and lack of meaning If I emphasize taking care of myself and making my own decisions, I will probably be out of a culture that emphasizes. interdependence (Remember, Moderate) interdependence Is a society in which people earn status primarily through family, age, social connection, or the class in which they were born is called. a family-induction culture based on a subscription-based culture (Remember Moderate) based on the achievements of a culture of independent culture Achievements based on culture is likely to encourage more . Formality competition (Remember, Moderate) respect for age respect for hierarchy In organizations with high power distance culture. managers are likely to be seen as equal direct messaging relationships, usually the informal following of the chain of command is important (Remember, Moderate) staff are encouraged to take independent measures of a culture in which inequality is minimized and staff are empowered and encouraged to make decisions to be described as . culture affiliation independent culture low power-distance culture (Remember, moderate) high power-distance Culture in which the rule rule would be described q. a culture that emphasizes the modernist orientation of a culture that emphasizes the collectivist orientation of orientation that emphasizes the universalist orientation (Remember, Moderate) none of the above in a particular culture, . The rule is the rule managers are treated as decision-makers are flexible about applying the rules (Remember, Moderate) people depend on each other in which of the following cultures will professors likely to wear a suit to teach the class? formal (applied, light) unofficial universal particular in culture . directness is likely to be sacrificed to harmony. Low context high context (Remember Moderate) low content high content You meet with a new client. Once you present yourself, the client says: Let's get down to business, and proceeds to lay out the details of the deal on which you work. Your new client is most likely from the kew culture. Low Context (Applied, Moderate) High Context Low Content All the following are true to cultures of high context, except for people who want to know you before talking about business communication takes longer as the word yes does not always mean consent to direct criticism is more effective than indirect criticism (Remember Moderate) In the context of the culture surrounding the social context is seen as sending important signals that enhance communication. Low High (Remember Easy) Regulatory Non-Regulatory Report Talk is related to Kew. making connections with other people by putting aside others looking for the similarities of the exhibition knowledge (Remember Easy) Rapport talk is related to Kew. looking for similarities and comparisons of experience (Remember Easy) desire to stand out the desire to strengthen or maintain the status of none of the above culture in which people tend to appreciate punctuality, agendas, schedules and timing will be described as having a time orientation. Type A Type B Fluid Fixed (Recall Easy) People with monochronic time orientation. prefer to do one thing at a time (Remember Moderate) to procrastinate to start projects early prefer to do many things right away Antonio believes that the most productive way to achieve the goal is to move forward step by step in a linear, consistent fashion. Does this mean that Antonio has any of the following orientations for time? Linear (Remember Easy) cyclical design is none of the above cultures that focus on obtaining the truth through scientific methods of using reasoning. inductive (Remember, Easy) separating monoscience deductive traditions, routines and predictability favor people with Kew. High Uncertainty Avoidance (Remember Easy) Low Uncertainty Avoid high internal motivation of low internal motivation you have just joined a new team in your organization. As you get to know people, you notice that one person is very quiet. you automatically assume that the reason the man is quiet is because she's out national culture. This is an example of Kew. stereotypes (applied, moderate) cultural diversity of multiple group of cultural identity identity Divergent worldviews The best way to manage a diverse group of employees is to. Encourage minorities to act as most assume that people will overcome cultural barriers by themselves to enhance your personal multicultural competence and patterns of appropriate behavior (Remember Easy) to minimize non-working interactions between employees from different cultural groups according to textbook stereotypes. includes the assumption that characteristics that are considered common in a cultural group apply to each member are usually one-dimensional - it involves the over-development of human membership in one cultural identity group and insufficient degrees of other factors, which also form the worldview and behavior of this person narrows our perspective and behavior All of the above (Remember, Moderate) Cognitive complexity refers to. high orientation of the task when working with different teams the degree of complexity with which a person accepts and has a sense of information and experience (Remember, Moderate) analytical view of itself any of the above Which of the following characteristics predicts high multicultural competence? Cognitive complexity of openness to experience a high need for cognition of all of the above (Remember, Moderate) Which of the following characteristics is most associated with the managerial effectiveness of cross cultures? Analytical sophistication of perfectionism of rigidity of cognitive complexity (Remember, Moderate) According to the textbook, culturally-specific skills for effective multicultural managers include all but one of the following. Which one? Learn the work norms understand the social context of using individualistic orientation (Remember Easy) understand the do and taboo people are most likely to develop multicultural competence, which are of the following qualities? Curiosity Openness Empathy All of the Above (Remember Easy) Which of the following professional schools in the U.S. have the lowest proportion of women as students? Medical Law Business (Recall, Easy) nursing deer games refer to Kew. Social activities that are obviously not work-related, but which provide opportunities for networking, become visible, and gain other benefits (recall, easy) forms of sexual harassment in which women are targeted at men for harassing socially approved means of hazing newcomers to an organization none of the aforementioned TRUE/FALSE organizations that promote integration and learning approach to diversity are more likely to be successful in using diversity than organizations that promote access and legitimacy. True (Remember Moderate) False Statement to Make Sex refers to the belief that demographic categories, in particular, are socially created, not natural differences. Really Moderate) False people from cultures that promote an independent opinion of themselves are more likely to appreciate stand out for praise. Truth (Remember Easy) False people from cultures who promote an ascriptive view of success believe status is achieved primarily through personal achievements. True False (Recall Moderate) Amit believes that his manager should be called his formal name and that the chain of command should be carefully observed when he has problems. Amit's beliefs reflect a low power distance orientation. True false (applied, moderate) cultures promote the belief that the rule is the rule and should apply to all people, regardless of situations, will be considered universal. True (Remember Moderate) False Anat tells his employees: I say what I mean, and I mean what I say. This statement reflects a highly contextual orientation to communication. True False (Applied, Moderate) Anat works in the research and development department of a pharmaceutical company. She needs to meet people from the marketing department often. She believes that an important goal of these meetings is to build relationships between departments, and she spends the early part of her meetings to get to know the different people who attend meetings. Based on this information, Anat demonstrates conversations about mutual understanding. Truth (Remember, Easy) False inductive reasoning emphasizes data, facts, objectivity, evidence, direct observation, cause and effect, breaking things into small parts, and understanding individual parts. True (remember, moderate) false sex is partly determined by social norms. Truth (Remember Moderate) False high need for cognition refers to the tendency to participate and enjoy experiences that require the use of stereotypes in solving problems . True False (Remember Moderates) People with high multicultural competence tend to have a high level of cognitive complexity. True (Remember Moderate) False study of the history of a particular country can help you be more effective at doing business with people from this country. True (Remember Easy) False Effective Multicultural Manager needs a culture of shared skills, but not a culture of specific skills. True False. According to Cox, effective diversity management requires a climate in which the potential benefits of diversity for organizational performance are maximized, while potential disadvantages are minimized. True (Remember Moderate) False Deer Games may be illegal under Title VII of the Civil Rights Act of 1964. Truth (Remember Moderate) False ESSAY QUESTION Identify at least five cultural differences that can affect behavior at work. Explain each one briefly. Independence/interdependence: How much a person (or culture) emphasizes self-care compared to communicating with others. Doing/time: How much a person (or culture) emphasizes achievement, achievement or improvement compared to emphasizing personal qualities, attitudes and quality of life. Achievement/subscription-based How many people (or cultures) believe that a person receives status by education, skills or talents, compared to age, family, social connections and birth class. High/low power As far as a person (or culture) expects differences in social rank and expects higher ranks to make decisions and give orders, compared to the expectation that the differences will be small and/or minimized, and the lower ranks will take independent action. Universalism: As far as a person (or culture) expects rules for all people and circumstances compared to how flexible the rules should be. Formality/informality: As far as a person adheres to the standard rules of decency. Low context/high context: How much a person believes that words should speak for themselves and how much a person believes it is important to be able to read the context in which words are sent in order to get true meaning. Report/rapport talk: As far as a person believes that communication is meant to convey information and how much a person believes that communication is designed to build relationships. Neutral/emotional: How much emotional display is appropriate in communication. In some cultures, it is seen as a sign of maturity to express your emotions. In other cultures, maturity is seen as the ability not to show one's emotions. Think while talking/thinking while quiet: In some cultures, it's appropriate to think out loud even before thoughts are fully developed. Other cultures are expected to remain silent until thoughts are more fully articulated. Fixed/fluid relationship with time: Some cultures promote punctuality; other cultures are more flexible with appointments and deadlines. Monochronic/polychronic: Some people/cultures contribute to doing many things at once; other people/cultures contribute to focusing on one thing at a time. Linear/cyclical view of time: Some cultures experience time passing in a linear, consistent fashion, one event after another. The manager's goal is to systematically move from one point of time to another into the future. Other cultures experience time as more cyclical. Every hour, day, week, season and year follows a predictable cycle. The manager's goal is to understand the cycle and align it with certain cycle rhythms. Attention past/present/future: Cultures vary in the extent to which they emphasize the past, present and future in terms of situations and decision-making. Inductive/deductive standards of truth: Cultures that value inductive reasoning emphasize data, facts, objectivity, evidence, direct observation, cause and effect, breaking things into small parts and understanding individual parts. People who emphasize inductive reasoning tend to prefer to use measurements and scientific methods to investigate problems and justify conclusions. In contrast, people who emphasize deductive reasoning take a more holistic approach, with many elements and perspectives at the same time. They tend to emphasize abstract thinking, symbolism, understanding of the whole rather than individual parts, and often rely on analogies, metaphors and stories for explanations. For people who prefer to Processes, the veracity of explanation depends on statements about objectivity and the use of systematic methodology Look for sequence/maintain contradictions: In some cultures, people tend to classify the world and their experiences in it in a clear dichotomy. They believe that something in one way or another is true or false, right or wrong, real or unreal. Contradictions must be resolved in order for the situation to make sense and for a decision to be taken. In other cultures, something can be both true and false, right and wrong, real and unreal. Contradictions must be maintained in order to better understand the complexity of the situation and to make a very clear decision. Environment control/harmonization with the environment: Cultures tend to vary in the extent to which they choose to control, harmonize or adapt to the environment. Changes/stability: Some cultures encourage people to see personal and organizational change as productive and stimulating. Such cultures warn that people and organizations must change or die. From this point of view, stability breeds complacency and complacency, which prevents us from taking advantage of opportunities that are crucial to survival. Other cultures encourage people to promote stability, not change. Tradition, procedures, predictability and the preservation of the course are the basis of long-term survival. From this point of view, change and uncertainty create an anxiety that can damage important traditions and routines that are critical to achieving sustainable progress towards individual, organizational and social goals. Make your own choice/have others make choices for me: This refers to the degree to which cultures foster a sense of personal control by providing many options (e.g., make your own decisions about what to do next; offering 50 brands of toothpaste on supermarket shelves) compared to someone else limiting your choices or making choices for you (e.g. doing what the boss tells you to do and trusting what will give you good advice: Live to work/work to live: Some culture work place is more central to life than others. Describe the differences between integration and learning, access and legitimacy, and strategies for discrimination and equity in managing diversity in organizations. Also explain which one is most successful for managing diversity and why. Many organizations focus on diversity, mainly to meet recruitment and retention targets for different groups. While they can achieve their demographic goals, they cannot use the new resources (e.g. values, perspectives, knowledge, skills and experiences) that members of these different groups bring to the organization in order to help the organization evaluate and improve the work processes that are accepted for granted. Researchers Robin Ely and David Thomas explain that staff... becomes diversified, but the job does not. While these organizations may have good intentions, their narrow narrow numbers without changing their fundamental assumptions about how work is done (e.g., how decisions should be made, how working hours should be organized) can have the opposite effect. Without a change in organizational culture, minority employees in these organizations may feel marginalized, unable to identify with the organization, and frustrated at their inability to use their views and talents in ways that help their organizations be more successful. In their research, Eli and Thomas identified three different strategies that organizations use to manage their diverse workforce, with integration and learning strategies offering the most benefits. They describe three points of view as follows: integration and learning. Organizations that use this perspective to manage diversity go beyond achieving demographic goals. These organizations view the ideas, skills and experiences of employees from several groups offering as valuable resources that enable the organization to rethink its core objectives and redefine its markets, products, strategies and business practices in a way that advances its mission. This perspective by linking diversity to work processes - the way people work and experience work - in a way that makes diversity a resource for learning and adaptive change in a way that improves access to organizational performance and legitimacy. Organizations that use this perspective to manage diversity are guided by the assumption that the demographic situation in the workforce should reflect the diversity of markets and constituencies served by the organization. A diverse workforce is seen as a way to gain legitimacy within these markets and constituents. Eli and Thomas argue that organizations that predominates this perspective use their diversity only in the fields to connect with a more diverse market; they do not incorporate the cultural competences of their diverse employees into their core functions in a way that can actually improve the way they do work and improve the organization's efficiency. Discrimination and justice: Organizations that use this perspective to manage the diversity of views of different workforces is a moral imperative to ensure fairness and fair treatment for all members of society. It focuses on diversification efforts to ensure equal access to employment and promotion, to suppress biases and eliminate discrimination. As with the prospect of access and legitimacy, the focus, while well-intentioned, is mainly on increasing the number of diverse talents without the mandatory use of the resources that this diverse pool of talent brings to to improve organizational performance. In short, organizations that use the integration and learning perspective to manage diversity have a competitive advantage because they allow all members of the organization to work together to learn from each other, to expand their perspectives, and expand their behavioral repertoire in innovative ways that help their organizations get better results in less time using fewer resources. Describe at least 6 strategies for creating an effective multicultural workplace. Managers can promote an effective multicultural workplace through: Providing a top-tier commitment to diversity Modeling desirable behavior Getting relevant information about diversity efforts Knowing the law, and teaching all Breaking the Glass Ceiling in the organization Endorsing Support Groups Changing the Way work is done By paying attention to cultural artifacts such as language, stories, rites and rituals, and other symbolic norms creating a common identity Increase in interaction between different groups. in which members of certain identity groups are systematically excluded from non-work events (e.g. golf, clubs) that provide work-related benefits such as information and contacts. Contacts.

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