

Study Guide Score . . . 30 Name _____

Deduct. _____ Date _____ Class _____

Your Score _____



Manager as Leader

STUDY GUIDE

PART I

Directions: Indicate whether each statement below is correct or incorrect by placing a check mark on the line under *true* or *false* at the right.

	TRUE	FALSE	For Scoring
1. Leadership skills can be developed before you become a manager.	_____	_____	1. _____
2. Characteristics of a good leader include initiative, dependability, objectivity, and stability.	_____	_____	2. _____
3. One responsibility of a manager is to make sure employees use the business resources effectively.	_____	_____	3. _____
4. Effective leaders are able to motivate employees to work together to complete the goals of the business.	_____	_____	4. _____
5. Managers can use position influence to get employees to accomplish work.	_____	_____	5. _____
6. The tactical leadership style is most effective when workers are experienced and have adequate planning time to complete a work assignment.	_____	_____	6. _____
7. A manager who is a good communicator rarely needs to be a good listener.	_____	_____	7. _____
8. Managers are not responsible if employees are dissatisfied with their work assignments.	_____	_____	8. _____
9. Team building skills help to improve the motivation and direction of the working teams within a business.	_____	_____	9. _____
10. Today, there are federal and state laws that govern the roles of business and unions.	_____	_____	10. _____

PART II

Directions: Communications occur in many ways in businesses. The types and forms of communication described in the chapter are listed in Column 1. Demonstrate your understanding by circling the letter in Column 3 that corresponds to the appropriate type or form of communication described in Column 2.

COLUMN 1	COLUMN 2	COLUMN 3	For Scoring
Vertical (V) or Horizontal (H)	1. Manager walks to the next department to see that manager.	V or H	1. _____
	2. An employee e-mails her manager to ask for help.	V or H	2. _____
Internal (I) or External (E)	3. The on-site manager sends a letter to the home office manager.	I or E	3. _____
	4. A salesperson calls a dissatisfied customer.	I or E	4. _____

Formal (F) or Informal (I)	5. The personnel department sends written notices of new health benefits to all employees.	<u>F or I</u>	5
	6. Employees overhear at lunch that the office is downsizing.	<u>F or I</u>	6
Vertical (V) or Horizontal	7. A meeting is called by employees to update their manager.	<u>V or H</u>	7
	8. The design work group schedules a videoconference with the training work group.	<u>V or H</u>	8
Oral (O) or Written	9. Employees use a training manual during a training session.	<u>O or W</u>	9
	10. Manager sends voice mail to team leaders.	<u>O or W</u>	10

PART III

Directions: Identify whether the description of a management activity is or is not an effective management practice by placing a check mark in the appropriate column.

Management Activity Description	Is	Is Not	For Scoring
1. The manager tells employees what to do and expects them to do it.	_____	_____	1
2. The manager finds ways to meet individual employee needs as well as business needs.	_____	_____	2
3. The manager is willing to make unpopular decisions.	_____	_____	3
4. The manager treats all people as if they were the same.	_____	_____	4
5. The manager uses formal communications and ignores informal communications.	_____	_____	5
6. The manager recognizes that individual employees working alone will usually be more effective than employees working in groups.	_____	_____	6
7. The manager is willing to regularly give employees dissatisfying assignments in order to get the work done.	_____	_____	7
8. The manager works closely with informal leaders to gain their cooperation.	_____	_____	8
9. The manager uses both tactical and strategic management styles. .	_____	_____	9
10. The manager involves employees in decision-making.	_____	_____	10

Name _____

ACTIVITIES

Applying Critical Thinking Skills

Research states that most leaders possess certain character traits that make them successful as managers. Each of those leadership characteristics offers a unique value to employees. Below is a list of the characteristics that were discussed in the chapter. For each, develop a statement that describes how employees will benefit from that specific characteristic of their manager.

How will employees benefit if their manager has this characteristic?

Understanding _____

Initiative _____

Dependability _____

Judgment _____

Objectivity _____

Confidence _____

Stability _____

Cooperation _____

Honesty _____

Courage _____

Communications _____

Intelligence _____

In your view, what is the most important characteristic and what is the least important characteristic of a successful leader? Provide reasons for your choices.

Most Important Character Trait _____

Reason _____

Least Important Character Trait _____

Reason _____

Applying Information Skills

In order to be successful, managers must be able to influence individuals and groups of employees to complete the goals of the business. Check the box that describes the type of influence described in each situation.

Situation	Position	Reward	Expert	Identity
1. The manager brings an employee into the manager's office to present a new work assignment.	_____	_____	_____	_____
2. A well-respected member of the work group gives an endorsement for changing the procedure for completing the current work assignment.	_____	_____	_____	_____
3. Based on the experience of a long-time employee who has been involved in scheduling, the group members decide to change their decision concerning the completion dates for the project.	_____	_____	_____	_____
4. The manager allows employees to take a half-day off for attending a training session on Saturday.	_____	_____	_____	_____
5. The manager says the employees who volunteer to learn the new software program will be the first to be considered for a merit pay increase.	_____	_____	_____	_____

Applying Writing Skills

Give three reasons that agree with, three reasons that do not agree with, and a concluding paragraph describing your personal belief for each statement.

1. Mentors must be good leaders.

Three reasons why you agree:

Three reasons why you do not agree:

Concluding paragraph:

2. Anyone can be a manager.

Three reasons why you agree:

Name _____

Three reasons why you do not agree:

Concluding paragraph:

3. Getting along with work group members is important in order to be a good leader.

Three reasons why you agree:

Three reasons why you do not agree:

Concluding paragraph:

4. A mixed management leadership style is the most effective style to use in any business.

Three reasons why you agree:

Three reasons why you do not agree:

Concluding paragraph:

Applying Math Skills

Because of the nature of the business, each employee has been required to certify or re-certify in CPR training. Training times have been scheduled to accommodate the employees. In the past, employees were able to choose between three training days to complete the CPR certification. Because of the time constraints this year, one time period needs to be eliminated. The managers decided to involve the employees in deciding when to schedule training. Employees from all departments were asked to list the day of the week when they would prefer to complete the CPR training. The day that was least preferred would be eliminated. The results are shown in the table.

Department	Tuesday	Thursday	Saturday	Total Employees
Human Resources	5	10	8	
Marketing	7	5	10	
Finance	4	12	7	
Management	6	15	8	
Accounting	4	7	13	
Research	8	9	4	
Engineering	4	10	7	
Info. Technology	5	10	9	
Operations	20	20	26	
Customer Service	6	13	6	
Total				

Complete the chart by identifying the total number of employees in each department and the total number of employees who selected each of the training days.

- How many employees will need to be trained by the company?
- Which training date has the least number of employees?
- What percent of the total number of employees preferred the Saturday training?
- What percent of the total number employees preferred the Tuesday training?
- Based upon your information, which days will be used for employee training?