

2. Do you think social media would work well in smaller companies? Why or why not?
3. Do you think that using social media changes the corporate culture and the way in which teams communicate for the better or worse? Explain your answer.

## ② JOURNALING FOR SUCCESS

**Discovery statement:** Many managers use special techniques to foster employee motivation and satisfaction.

### Assignment

1. Thinking about your current job (or your most recent job), what types of motivation techniques are being used?
2. How well does each technique work on you and on your co-workers?
3. Thinking about the first job that you will take after completing your studies, what types of motivation techniques will be most effective in motivating you to truly excel in your new position? Explain why.
4. Do you expect that most of your co-workers will be motivated by the same techniques that motivate you? Explain.

## ③ DEVELOPING CRITICAL-THINKING SKILLS

This chapter has described several theories managers can use as guidelines in motivating employees to do the best job possible for the company. Among these theories are Maslow's hierarchy of needs, equity theory, expectancy theory, and goal-setting theory. How effective would each of these theories be in motivating you to be a more productive employee?

### Assignment

1. Identify five job needs that are important to you.
2. Determine which of the theories mentioned above would work best to satisfy your job needs.
3. Prepare a two-page report explaining how you reached these conclusions.

## ④ BUILDING TEAM SKILLS

By increasing employees' participation in decision making, empowerment makes workers feel more involved in their jobs and the operations of the organization. Although empowerment may seem like a commonsense idea, it is a concept not found universally at the workplace. If you had empowerment in your job, how would you describe it?

### Assignment

1. Brainstorm to explore the concept of empowerment.
  - a. Write each letter of the word *empowerment* in a vertical column on a sheet of paper or on the classroom chalkboard.
  - b. Think of several words that begin with each letter.
  - c. Write the words next to the appropriate letter.
2. Formulate a statement by choosing one word from each letter that best describes what empowerment means to you.
3. Analyze the statement.
  - a. How relevant is the statement for you in terms of empowerment? Or empowerment in your workplace?
  - b. What changes must occur in your workplace for you to have empowerment?
  - c. How would you describe yourself as an empowered employee?
  - d. What opportunities would empowerment give to you in your workplace?
4. Prepare a report of your findings.

## ⑤ RESEARCHING DIFFERENT CAREERS

Because a manager's job varies from department to department within firms, as well as among firms, it is virtually impossible to write a generic description of a manager's job. If you are contemplating becoming a manager, you may find it very helpful to spend time on the job with several managers learning firsthand what they do.

### Assignment

1. Make an appointment with managers in three firms, preferably firms of different sizes. When you make the appointments, request a tour of the facilities.
2. Ask the managers the following questions:
  - a. What do you do in your job?
  - b. What do you like most and least about your job? Why?
  - c. What skills do you need in your job?
  - d. How much education does your job require?
  - e. What advice do you have for someone thinking about pursuing a career in management?
3. Summarize your findings in a two-page report. Include answers to these questions:
  - a. Is management a realistic field of study for you? Why?
  - b. What might be a better career choice? Why?

## ENDNOTES

1. Sources: Based on information in "100 Best Companies to Work For," *Fortune*, February 6, 2012, [http://money.cnn.com/magazines/fortune/best-companies/2012/full\\_list/](http://money.cnn.com/magazines/fortune/best-companies/2012/full_list/); "I Work for One of the 10 Best Companies," *Fortune*, February 6, 2012, [http://money.cnn.com/galleries/2010/fortune/1001/gallery.Bestcompanies\\_employees.fortune/index.html](http://money.cnn.com/galleries/2010/fortune/1001/gallery.Bestcompanies_employees.fortune/index.html); "Perfect Balance," *Human Resources Management*, Issue 12 (2009), <http://hrmreport.com/article/Perfect-Balance/>; "REI: Going Local, Live from Blogwell," *Social Media*, August 9, 2011, <http://socialmedia.org/blog/live-from-blogwell/rei-going-local-live-from-blogwell/>; Stephanie Clifford, "A Retailer's Base Camp in Manhattan," *New York Times*, November 18, 2011, <http://nytimes.com/2011/11/19/business/rei-opens-a-base-camp-in-soho-in-manhattan.html?pagewanted=all>.

2. PR Newswire, "Job Absence Rates Down Over Year-Ago Levels," March 14, 2012, MarketWatch, [www.marketwatch.com/story/job-absence-rates-down-over-year-ago-levels-yearly-turnover-in-2011-stable-with-2010-rates-bloomberg-bna-survey-of-employers-2012-03-14](http://www.marketwatch.com/story/job-absence-rates-down-over-year-ago-levels-yearly-turnover-in-2011-stable-with-2010-rates-bloomberg-bna-survey-of-employers-2012-03-14).
3. "2012 Top 100 Best Companies to Work For," February 6, 2012, *Fortune*, [http://money.cnn.com/magazines/fortune/best-companies/2012/full\\_list/](http://money.cnn.com/magazines/fortune/best-companies/2012/full_list/).
4. Theresa Ghirlarducci, "Don't Cut Pensions, Expand Them," *New York Times*, March 15, 2012, [www.nytimes.com/2012/03/16/opinion/pension-funds-for-the-public.html?scp=2&sq=retirement%20benefits&st=cse](http://www.nytimes.com/2012/03/16/opinion/pension-funds-for-the-public.html?scp=2&sq=retirement%20benefits&st=cse).