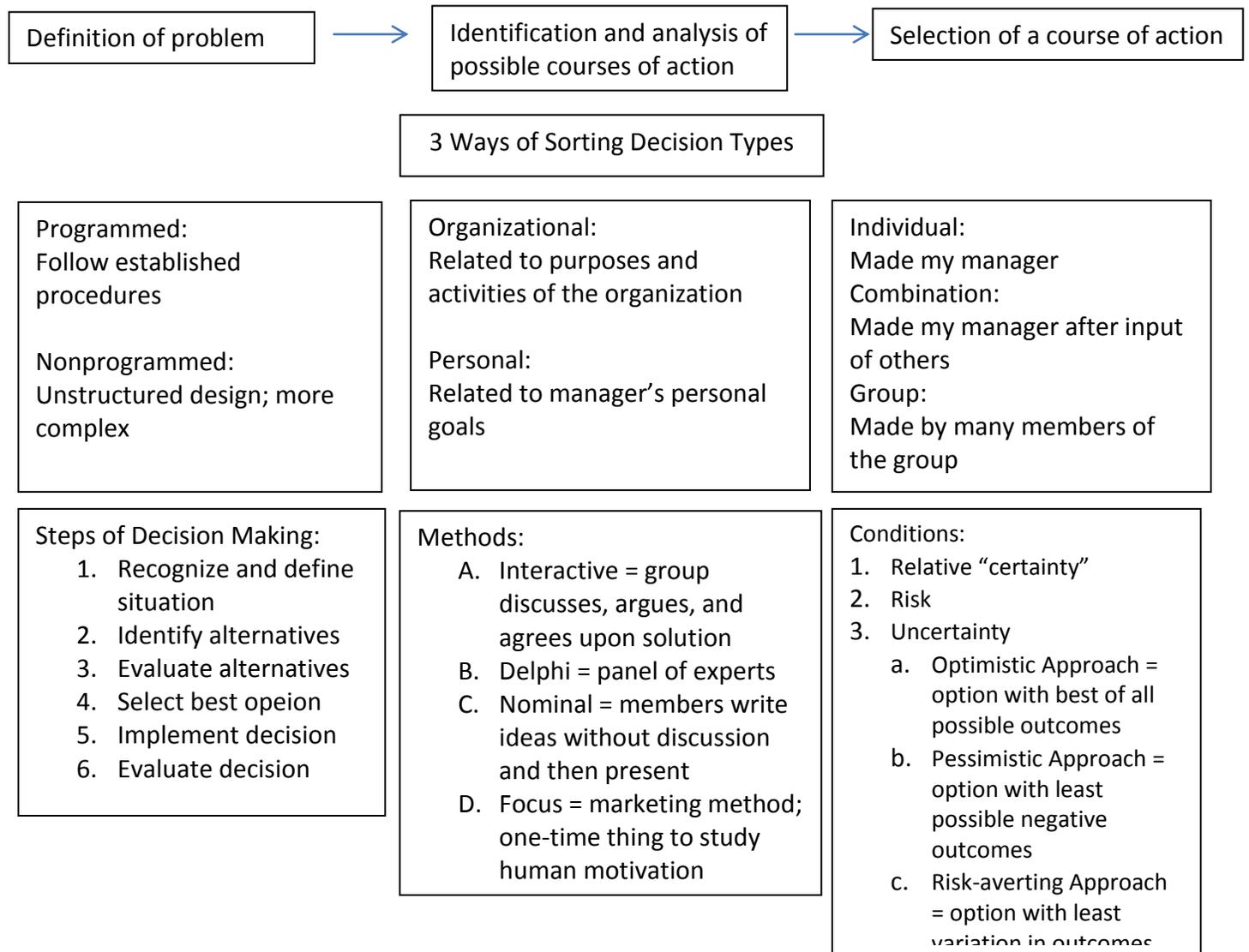


Summary, outline, or diagram of key concepts:



So . . .

I liked the idea on the first page that "information is not the same as knowledge" (p. 379). Not only can this be applied to making decisions, but it also applies to learning. I want to gain the most out of my education. It is not about filling my head with information; it's about learning and applying it. I remember learning in my English 316 class that true learning leads to change. It's about applying information and making use of it. I hope I can continue to make more out of my schooling than simply gaining information.

Also, the discussion of decision making made me think of the SDA leadership. I remember watching Ariel make many decisions last year regarding the closing banquet. I remember feeling bad that she had to make so many decisions independently because the group often disagreed when we talked as a group. When we failed to come to a consensus, Ariel just made a decision and went with it. I really admired this trait and recognized that I need to apply it more. I like to involve everyone in decisions because I'm often afraid to plan things that others will disapprove of. I need to be bolder and make certain decisions without waiting for everyone to give their input.

I'm still not sure about:

In what instances would the Delphi model and nominal group models be used in decision making? (p. 392)

Summary, outline, or diagram of key concepts:

- A. Techniques of Improved Communication
 - a. Feedback
 - b. Many channels
 - c. Face-to-face
 - d. Sensitivity to receiver
 - e. Awareness of symbolic meanings
 - f. Careful timing and reinforcing words with action
 - g. Simple language
 - h. Repetition
- B. Factors of Organizational Communication
 - a. Formal channels: organization effectiveness in space (i.e. large organizations require more extensive channels of communication)
 - b. Authority structure: status differences affect communication
 - c. Job specialization: important to have communication between work groups as well as within groups
 - d. Information ownership: information is a source of power, and individuals must be willing to yield that power by sharing information
- C. Directions of Internal Communication
 - a. Downward: managers must communicate effectively with other managers and employees
 - b. Upward: critical for employees to feel heard by upper management
 - c. Horizontal: need to have communication between different departments, for example
 - d. Diagonal: information flows between units with diagonal placement
- D. Issues that Differ Among Cultures (Too many examples to record-see page 402)
- E. Negotiation
 - a. Distributive: when resources are fixed; negotiation to determine who gets what share of the resources; usually ends with one party winning and the other losing
 - b. Integrative: many possible options of distributing the variety of resources; can end in a win-win situation
- F. Balance
 - a. One of the linking processes between management and the subsystems
 - b. Types of environment
 - i. Stable-is very rare
 - ii. Changing-common; every manager must learn to adapt to change
 - iii. Turbulent-usually only temporary

So . . .

It is so easy to be distracted when I am listening, but I know that being a good listener means giving someone my full attention. When people are texting, not making eye contact with me, or doing another job while talking to me, I stop wanting to communicate with them. Their nonverbal messages show me that I am not a high priority to them at that moment. I hope I can practice giving friends and family members my full attention when they are talking to me. Doing this now will surely help me in the profession. On another note, the discussion of upward and downward communication made me think of my job as a seasonal horticultural worker in 2010. We had morning meetings with our boss and our supervisors. The small number of employees allowed for this type of communication, and I think it was highly effective. Because we felt informed and hard, we were more connected to the system. It made it seem like we were all one team working together. I am a firm believer in the importance of interactions and communication between the boss and employees.

I'm still not sure about:

I don't quite understand diagonal communication. What exactly does that mean? (p. 399) How can I practice cross-cultural communication now?

Summary, outline, or diagram of key concepts:

Understanding the Reading on Labor Unions through Understanding Terms:

Labor Relations: Interactions between a labor union and management

Grievance: A filed complaint that management actions violate the union contract

Grievance Process: A process determined by union contracts that lays out the way to handle complaints

Union Shop: The requirement that all workers in a department join the union and pay the dues

Agency Shop: The requirement that all nonunion employees pay dues in order to continue employment

Open Shop: Condition where union membership is voluntary

Right-to-work Laws: Laws in about 20 states that do not allow unions to develop union shops or agency shops

Union Steward (aka Shop Steward): The union member who represents the union employees within a department; negotiates contracts and works with management in the grievance process

Authorization Cards: Cards signed by employees signifying their interest in joining the union

AFL-CIO (American Federation of Labor-Congress of Industrial Organizations): A federation of national and international unions that performs lobbying, coordinates efforts among affiliated unions, publicizes concerns and benefits of unionization, and resolves disputes between different unions

National Labor Relations Board (NLRB): An organization that conducts union representation elections

Voluntary Recognition: Employer compliance with the employees' request (after signing authorization cards) to start a union

Mandatory Recognition: The employer is forced to comply with the creation of a union after the NLRB certifies the union

Collective Bargaining: The process which involves the negotiations and administration of written agreements between management and the union

Distributive Collective Bargaining: "I win, you lose" method

Integrative Collective Bargaining: Cooperative method

Mandatory Items: Bargaining issues about which the two parties must negotiate if either party desires to do so, such as wages, working hours, and benefits

Permissible Items: Bargaining issues that must be negotiated if labor and management both agree to do so

Mediator: A third party that opens up communication channels between the union and management to enable an agreement but does not have authority to force a resolution

Arbitrator: A third party which determines the binding decision

Norris-LaGuardia Act of 1932: Restricts employers from forbidding picketing or strike activities

1935 Wagner Act (aka Labor Relations Act): Places protection of the federal government behind efforts to unionize and bargain collectively

Taft-Hartley Act in 1947: Puts some restraints on union practices

Landrum-Griffin Act in 1959: Requires periodic elections for union officers and that members receive due process in and outside of the union

So. . . .

I have been raised in a family that dislikes unions, and so I have learned to not trust them. My mom tells about how the postal service union affected her dad when she was growing up. The union went on strike, but he would not stop working. He had to provide for a family, and they never had much money. He experienced a lot of grief at work for not going on the strike. Furthermore, I hear my older brother and sister talk about the dues they are forced to pay to the unions which they do not support. I know that unions were very beneficial in the early 20th century to increase working conditions of laborers, but it seems like they often increase the sense of

entitlement today. While my feelings about unions did not change significantly, this reading did open my eyes to a few benefits of unions. For instance, it does give the people a voice and allows the manager to negotiate with one person rather than with several employees.

I'm still not sure about:

The article touched on it a little, but I'm still curious how widespread and what are the roles of unions in the health care system? I'm also curious to know what percentage of all employed people in the U.S. are affiliated with unions. Will I ever be forced to join a union in any of my future jobs as a dietitian? Does management lose money because of the restrictions placed on them by unions? If so, how significant is the impact of unions on the budget? What kinds of decisions can seniority determine? (p. D-30) It seems like the manager should have the ability to determine who should get raises and promotions based on merit and qualifications.