~~There are 4 Discussion Board Forums completed throughout this course. For each forum, you are required to post a thread of at least 350 words~~. You are also required to post a minimum of 1 reply of at least 250 words to another classmate's thread. You must incorporate a minimum of 2–3 citations in each reply as well as integrate 1 biblical principle. Acceptable sources include any of the assigned textbooks, the Bible, outside texts, and articles from peer-reviewed journals

**TOPIC:** Select 1 of the following:

1. Do you believe that managers in a business firm are dependent upon the trust, commitment, and effort of others within the firm?
2. If you believe that managers in a business firm are dependent upon the trust, commitment, and effort of others within the firm, then how do you build that trust, commitment, and effort? In particular, how do you guide the business firm toward a common goal? Can you buy those attitudes and efforts with financial incentives?
3. Have you ever been a member of an organization that had a high degree of trust, commitment, and effort? Did that organization also evidence a large amount of cooperation, innovation, and unification (a feeling that everyone was working toward a common goal)? If so, what was the case? What, in your opinion, made all of that happen?
4. Have you ever been a member of an organization that had a very low degree of trust, commitment, and effort? Did that organization evidence a very small amount of cooperation, innovation, and unification (where there was nearly no feeling that everyone was working together for a common goal)? If so, what was the cause?

Explain and document your reasoning using scholarly and peer reviewed journal articles and/or texts.

Do a response on >>>>   Being a successful manager is dependent on trust, commitment, and the effort of others within the business one works at.  It is not always easy for managers to feel that level of trust and commitment they need to in order to excel at their career, however it is imperative that they find that in their employees.  When managers feel the trust, commitment, and effort from their subordinates, they can be more successful in their jobs.  It is a relationship that is give and take.  Employees also need to feel trust, commitment, and effort from their managers.  In a study entitled, *When subordinates feel supported by managers: investigating the relationships between support, trust, commitment and outcomes*, Pascale Paille, Francois Grima, and Denis Bernardeau investigate the relationship between managers and their employees.  In this study they state, “The maintenance of the relationship in the long term is heavily dependent on the sense of trust established between the two individuals.” (Paille, Grima, & Bernardeau, 2013) This trust between individuals is what will help the company to remain cohesive.

            It is not only the manager that needs to feel trust, commitment, and effort within the company.  A cooperation between all employees in the company is what is imperative to company growth.  A growing company is what it takes in a competitive market.  The manager must cultivate moral qualities throughout the company.  In *The Ethics of Management: A Multidisciplinary Approach*, LaRue Tone Hosmer states that “moral management is necessary to achieve the cooperation, innovation, and unification that are so essential for success in a competitive global economy.” (Hosmer, 2011, p. 118) Hosmer goes on to state that moral management is what builds the trust, commitment, and effort that managers need.  Once those are established, cooperation, innovation, and unification occur within the company.  Cooperation, innovation, and unification are needed to be successful in the competitive market.

            It is the managers who need to cultivate a level of commitment within the company. They do this by being committed to the company themselves.  Managers are the bridge between the CEOs and employees and their commitment to the company is key. One of the ways they can cultivate good commitment is by establishing good communication within the company.  Communication is the key to building trust and commitment.

            Managers who trust that their employees are committed to the company and see that they are putting forth good effort will do well.  It takes some time and effort on their part to establish that trust and commitment, but it is imperative that they be persistent in pursuing these for the unification of the company.  In the Colossians 3:23-24, the Bible encourages Christians to do everything as if they are doing it for the Lord.  When a person works for the Lord, he is fully committed to his work. He’s committed to building trust with those he works with and committed to keeping things cohesive and working well.  Christian managers should focus their efforts as if they are working for the Lord no matter what type of company they are working in.  This will ensure that they are managing their subordinates to the best of their ability with God’s help.

**References**

Hosmer, L. T. (2011). *The Ethics of Management: A Multidisciplinary Approach.* New York, NY: The McGraw-Hill Companies, Inc. .

Paille, P., Grima, F., & Bernardeau, D. (2013, December). When subordinates feel supported by managers: investigating the relationships between support, trust, commitment and outcomes. *International Review of Administrative Sciences, 79*(4), 681-700. doi:10.1177/0020852313501248

The Bible