# Chapter 8

Pg 248, table 8-2 | schedules of reinforcement

Figure 8-1

Figure 8-2

Figure 8-6. Bottom right side, yellow box, limited info, faulty perceptions, faulty attribtuions, ~~escalation of commitment~~.

~~Figure 8-4 | programmed and non-programmed decision~~

Correlations, learning with job performance

Faulty Perceptions

~~DO NOT NEED TO KNOW FIGURE 8.5~~

Pg 244, expertise is a function of… tasket knowledge and explicit knowledge

Pg 245-251 – learning is a function of what 3 things? Reinforcement, observation, and orientation

Pg 246-247 – Figure 8-1, 8-2

Pg 248 – Table 8-2, types of differences of orientation (learning goal orientation)

Pg 253-256 – Goes in depth about figure 8-6 on pg 252. Do NOT need to know escalation of commitment.

Pg 264 – Knowledge transfer

# Chapter 9

Collectivism

Different Cultural Values (Table 9-3)

Big 5 Personality Values

~~Locus of Control~~

Weak vs Strong Situations (Situational Strength)

Pg 282 – Figure 9-2

# Chapter 10 - Ability

Fassets and Verbage pgs 322-325

Know definition of ability

How does ability change over time and different from other jobs

~~DO NOT KNOW EMOTIONAL ABILITY Self, Other, Emotion~~

Cognitive + Physical, dimensions underneath those

Know Table 10-2 examples

# Chapter 11

Parallel Teams and Types of Teams

Know examples of types of teams

Norming, Adjourning, etc

**Know “A team matures to full functioning during the performing stage” b/c you are finally doing something**

Figure 11-3

Reciprocal Interdependence (under task)

Team Development

Team Personality & Diversity – Pros and Cons

# Chapter 12 -

Task Work -> Teamwork -> Boundary Spanning

Underneath Boundary Spanning (Subfacets of each)

Pg 397

Team States

Shared Mental Models

Potency

Transactive Memory

~~Do not know cohesion~~

# Chapter 13 – Leadership: Power & Negotiation

Power influence outcomes

Know the types of power and sources

Subheadings under organization and personal power

Referent and Expert

Figure 13-1

Figure 13-2

Contingencies of power (pg 435) – table 13-3

Know styles of conflict resolution

When to use conflict resolution types

Table 13-4

Know just most effective one (rational, inspirational)

Acquiring Power – Organizational and Personal Power (Three and then Two Sub-Facets)

Pg 430 + 431, basically everything

# Chapter 14 – Leadership: Styles & Behaviors

LMX Theory, what does research say?

Pg 471 chart, table 14-3

Figure 14-4

Table 14-5 – Substitutes and neutralizers

Time driven styles

Not following model will result in effective decisions 22% of the time.

Day-to-day leadership behaviors

Pg 467-470

Transformational leadership – How people fit with the vision, self sacrifice, etc. Do not need to know influences or motivations

# Chapter 15 – Organizational Structure

Pg 505, table 15-1 AND ALL VERBAGE

ASA Socialization Theory – Pg 515

Figure on pg 519

Figure 15-4 – Types of Multidimensional Structures

Organic Organizations

Mechanistic

Figure 15-6, 519

# Chapter 16 – Organizational Culture

Pg 550-554, orientation

Personal Organization Fit

Figure 16 on 551

Figure 16-1

541- advantages and disadvantages of cultures

Socializations

Correlation