REVIEW FOR EXAM 3

CHAPTER 10: MANAGING CONFLICT AND NEGOTIATIONS

Study:

Define Conflict, functional conflict versus dysfunctional conflict, consequences of functional versus dysfunctional, conflict continuum

Escalation of conflict

Causes of conflict (structural vs. personal)

Three types of role conflict (the dominant form of intrapersonal conflict)

Experienced conflict, intergroup conflict (in-group bias)

Conflict management styles, cooperative vs. competitive, five styles

Effective techniques vs. ineffective techniques (can be used in different styles)

Psychological safety

What is interpersonal conflict?

Two types of negotiation strategies, difference between them, consequences of each

Five steps of negotiation

What to do when an impasse is reached

Don’t worry about:

“Types of power relationships” chart

Don’t memorize all the conditions about using each conflict management style, just know the general idea

Contact hypothesis

Why people avoid conflict

Work-family conflict

Incivility and bullying

Programming functional conflict

CHAPTER 11: POWER, INFLUENCE, AND POLITICS

Study:

Rational model versus Political model of organizations

Definitions of Power, Influence, and Authority. How are they different? How are they related?

Five bases of power (Coercive, Reward, Legitimate, Expert, Referent)

‘Power Sharing and Empowerment’ chapter in the book

Definition of Organizational Politics and what workers/employees generally believe about politics in organizations

Definition of Political Behavior. What is the key to effective political behavior?

-Influence tactics: definitions, primary reasons different people use them, which ones are most effective for what outcomes (commitment, compliance, resistance)

-Impression management tactics: definitions, what impression different tactics generate

Perceptions Of Politics (POPS) and primary causes of the perception of politics

Political Skill, outcomes and functions of political skill, four dimensions of political skill

How to manage politics

Don’t worry about

Strategic contingencies

Ethical use of power

Empowerment

Influence in virtual teams

Anything that I didn’t list above

Uncertainty and political action

Blame and politics

Levels of political action

CHAPTER 12: LEADERSHIP EFFECTIVENESS

Study:

Definition of Leadership

Trait approach to leadership. Which traits are associated with the likelihood of leading?

Behavioral approach to leadership (structure vs. consideration behaviors)

Contingency theories of leadership

-Fiedler’s Contingency theory, three characteristics of situations that make them favorable versus non-favorable, two styles of leadership, when would you use each style?

-Situational Leadership model (Hershey-Blanchard), two characteristics of employee readiness, four types of leader behavior, when would you use the four different types of leader behavior?

Explain Leader-Member Exchange (LMX) theory, dimensions, ingroup vs. outgroup

Transactional Leadership (TXL), lower-order versus higher-order exchanges

Transformational Leadership, four dimensions/behavioral categories of Transformational Leadership. What does Transformational Leadership predict?

What is Charisma? Define Charismatic Leadership theory, what makes a person appear more charismatic?

Don’t worry about:

Leader vs. manager

Negative traits listed in the book (narcissism, Mach, etc.)

Leadership Grid

Followership

Humility

Abusive Supervision

Servant leadership

Emotional intelligence and leadership

Gender differences in leadership

Path-goal theory