CHAPTER 10: MANAGING CONFLICT AND NEGOTIATIONS

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

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

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~~