

Advanced Organizational Management – Chapter 8 Answers

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| 1. Adventure training | 6. Brainstorming | 12. Interpersonal conflict | 19. T-group |
| 2. Approach-approach conflict | 7. Cognitive dissonance | 13. Intrapersonal conflict | 20. Transactional analysis |
| 3. Approach-avoidance conflict | 8. Conflict | 14. NGT | |
| 4. Assertiveness training | 9. Delphi technique | 15. Organizational conflict | |
| 5. Avoidance-avoidance conflict | 10. Double approach-avoidance conflict | 16. Resistance facilitation | |
| | 11. Groupthink | 17. Scapegoating | |
| | | 18. Sensitivity training | |

4 _____ A means of self-improvement through learning to express one's feeling and act with confidence.

19 _____ A trainer leads a group of individuals in an open-ended discussion of problems and concerns focused on improved mutual understanding among the members.

12 _____ Conflict between individuals

3 _____ Conflict in which a decision must be made that has both positive and negative consequences.

10 _____ Conflict in which both choices have good and bad aspects. The decision will require identifying and weighing all the factors.

2 _____ Conflict in which there are two alternatives, one which must be chosen and where both have a positive consequences.

5 _____ Conflict involving a set of choices that have few redeeming qualities and mostly negative consequences, making them choices that one wants to avoid; however, one of the choices must be taken.

13 _____ Conflict within an individual.

15 _____ Conflict within the units of the organization.

7 _____ Conflicting attitudes or behaviors in an individual cause distress and discomfort that motivates him or her to change some aspect of the conflicting elements.

8 _____ Natural part of human interaction. Occurs whenever there is a disagreement, competing interests, different expectations or incompatible styles between two or more individuals or groups.

1 _____ Participants go into a wilderness area and work together to build mutual trust to achieve a common goal.

14 _____ Problem solving technique in which a group first generates a list of ideas about a given problem, discusses each idea in turn and then the group ranks the ideas.

9 _____ Problem-solving approach used in predicting future human resource demands. Involves data gathering, surveying of experts, providing input, responding and prioritizing.

- 20 _____ Provides a means of conceptualizing the types of interactions between people by using a simple formula of identifying behavior toward others as parent, child or adult.
- 6 _____ Several people meet in an unstructured setting to present ideas or offer solutions.
- 18 _____ Technique for reducing interpersonal conflict that focuses on being sensitive to and aware of the attitudes and feelings of others.
- 17 _____ The diversion of blame from a larger group to a few or even one individual.
- 11 _____ The tendency to conform automatically and uncritically to group judgments even when those judgments have clear dangers.
- 16 _____ When members of the group support a position resisting change.