

## Advanced Organizational Management – Chapter 8 Key Words

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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    |                            |

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

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

\_\_\_\_\_ Conflict between individuals

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

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

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

\_\_\_\_\_ 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.

\_\_\_\_\_ Conflict within an individual.

\_\_\_\_\_ Conflict within the units of the organization.

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

\_\_\_\_\_ 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.

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

\_\_\_\_\_ 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.

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

- \_\_\_\_\_ 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.
- \_\_\_\_\_ Several people meet in an unstructured setting to present ideas or offer solutions.
- \_\_\_\_\_ Technique for reducing interpersonal conflict that focuses on being sensitive to and aware of the attitudes and feelings of others.
- \_\_\_\_\_ The diversion of blame from a larger group to a few or even one individual.
- \_\_\_\_\_ The tendency to conform automatically and uncritically to group judgments even when those judgments have clear dangers.
- \_\_\_\_\_ When members of the group support a position resisting change.