CHAPTER 9
ORGANIZATIONAL BEHAVIOR:
POWER, POLITICS, CONFLICT, AND STRESS

Chapter Outline

I. PERSONALITY
   A. Single Traits of Personality
   B. The Big Five Personality Traits

II. PERCEPTION
   A. The Perception Process
   B. Bias in Perception

III. ATTITUDES
   A. Attitude Formation
   B. Attitudes and Behavior
   C. How Management Attitudes Affect Performance
   D. Attitudes and Job Satisfaction

IV. POWER
   A. Organizational Power
   B. Bases of Power and How to Increase Your Power

V. ORGANIZATIONAL POLITICS
   A. The Nature of Organizational Politics
   B. Political Behavior
   C. Guidelines for Developing Political Skills

VI. MANAGING CONFLICT
   A. The Psychological Contract
   B. Functional or Dysfunctional Conflict
   C. Conflict Management Styles

VII. THE NEGOTIATING AND COLLABORATING CONFLICT MANAGEMENT STYLES
   A. Negotiating
   B. The Negotiating Process
   C. Initiating Collaborating Conflict Resolution
   D. Responding to Conflict Resolution
   E. Mediating Conflict Resolution

VIII. STRESS
   A. Functional and Dysfunctional Stress
   B. Causes of Stress
   C. Stress Management
   D. The Stress Tug-of-War
Organizational behavior is the study of actions that affect performance in the workplace. The goal of OB is to explain and predict actions and how they will affect performance. An important part of OB is creating a win-win situation. A win-win situation occurs when the organization and the employees get what they want.

I. PERSONALITY

Personality is a combination of traits that classifies individuals.

A. Single Traits of Personality

1. Locus of Control. Locus of control is a continuum between and external and internal belief over who has control over one’s destiny.

2. Optimism. Optimism is on a continuum between optimistic and pessimistic.


4. Machiavellianism. Machiavellianism is the degree to which people believe that ends can justify the means and use power to get what they want.

B. The Big Five Personality Traits

1. Extraversion. Extraversion is on a continuum between extrovert and introvert.

2. Agreeableness. Agreeableness is on a continuum between cooperation and competition.

3. Emotionalism. Emotionalism is on a continuum between being emotional stable/positive and unstable/negative.

4. Conscientiousness. Conscientiousness is on a continuum between responsible/dependable to irresponsible/undependable.

5. Openness to experience. Openness to experience is on a continuum between being willing to try new things to not being willing.

II. PERCEPTION

A. The Perception Process

Perception is the process of selecting, organizing, and interpreting environmental information.

1. The Attribution Process. Attribution is the process of determining the reason for behavior.

B. Bias in Perception

1. Selectivity. Selectivity refers to screening information in favor of what we want as the outcome. A related bias is the halo effect in which we judge a person on many tasks based on our perception of a single trait.

2. Frame of Reference. Frame of reference refers to seeing things from our point of view.

3. Stereotypes. Stereotyping is the process of generalizing behavior of a group to one individual.

4. Expectations. Expectation refers to seeing/hearing what we expect to. Another type of expectation is the “like me” assumption that others perceive things as you do because they are similar to you.
III. ATTITUDES

*Attitudes* are positive or negative evaluations of people, things, and situations.

A. Attitude Formation

Our attitude formations are based on our perceptions. Our family, friends, teachers, coworkers, the mass media and so on affect our attitude formation.

B. Attitudes and Behavior

Our attitudes often reflect our feelings and affect behavior.

C. How Management Attitudes Affect Performance

The *Pygmalion effect* states that managers’ attitudes and expectations of employees and how they treat them largely determine their performance.

D. Attitudes and Job Satisfaction

*Job satisfaction* is a person’s attitude toward their job, and is generally measured along a continuum between satisfied (positive attitude) and dissatisfied (negative attitude) or high and low.

1. **Job Satisfaction and Performance**. Job satisfaction is important because it affects employee absenteeism and turnover and job performance.

2. **Determinants of Job Satisfaction**. Six major determinants of job satisfaction include: personality, work itself, compensation, growth and upward mobility, coworkers, and management.

IV. POWER

A. Organizational Power

*Exhibit 9-1 Sources and Bases of Power* lists the sources of power

*Power* is the ability to influence others’ behavior. Within an organization, power should be viewed in a positive sense. Without power, managers could not achieve organizational objectives. Leadership and power go hand in hand.

*Position power* is derived from top-management and is delegated down the chain of command. *Personal power* is derived from the follower based on the individual’s behavior. Charismatic leaders have personal power.

B. Bases of Power and How to Increase Your Power

1. **Coercive Power**: The use of coercive power involves threats and/or punishment to influence compliance. Coercive power is appropriate to use in maintaining discipline when enforcing rules. *Increasing Coercive Power* Generally, to have coercive position power you need to have a management job that enables you to gain and maintain the ability to hire, discipline, and fire your employees. However, some people can pressure others to do what they want without position authority.

2. **Connection Power**: *Connection power* is based on the user’s relationship with influential people. You rely on the use of contacts or friends who can influence the person you are dealing with. When you are looking for a job or a promotion, connections can help.
Increasing Connection Power

To increase your connection power, expand your network of contacts with important managers who have power. Join the “in crowd,” and the “right” clubs.

3. **Reward Power:** Reward power is based on the user’s ability to influence others with something of value to them. It is based on transactional leadership. Let people know what’s in it for them. Create win-win situations.
   - *Increasing Reward Power* Get a management position and gain and maintain control over evaluating your employees’ performance and determining their raises and promotions. Find out what others value, and try to reward them in that way. Using praise can help increase your power. Employees who feel they are appreciated rather than being used will give the manager more power.

4. **Legitimate Power:** Legitimate power is based on the user’s position power given by the organization. Employees tend to feel that they ought to do what the boss says within the scope of the job. Most day-to-day manager employee-interactions are based on legitimate power.
   - *Increasing Legitimate Power* Get a management job and let people know the power you possess, and work at gaining people’s perception that you do have power.

5. **Referent Power:** Referent power is based on the user’s personal power relationship with others. For example, say “Will you please do it for me?” not “This is an order.” Identification stems primarily from the employee’s attractiveness to the person using power and the personal feelings of “liking” or the desire to be liked by the power holder. The use of referent power is particularly appropriate for people with weak, or no, position power. Referent power is needed in self-directed teams because leadership should be shared.
   - *Increasing Referent Power* To gain referent power, develop your human relations skills (Chapter 3).

6. **Information Power:** Information power is based on the user’s data desired by others. An important part of the manager’s job is to convey information. Employees often come to managers for information on what to do and how to do it.
   - *Increasing Information Power* Have information flow through you. Know what is going on in the organization. Provide service and information to other departments. Serve on committees because it gives you both information and a chance to increase connection power.

7. **Expert Power:** Expert power is based on the user’s skill and knowledge. Being an expert makes other people dependent upon you. Expert power is essential to people who have to work with people from other departments and organizations. They have no direct position power to use, so being seen as an expert gives credibility and power.
   - *Increasing Expert Power* To become an expert, take all the training and educational programs your organization provides. Keep up with the latest technology. Volunteer to be the first to learn something new.
   - *In conclusion,* power is commonly viewed with contingency theory. The type of power to use to be the most effective at maximizing performance is based on the situation. You have learned the appropriate use of the seven bases of power.

**V. ORGANIZATIONAL POLITICS**

A. **The Nature of Organizational Politics**

Political skills are a part of power. Politics is the process of gaining and using power. Like power, politics often has a negative connotation due to people who abuse political power. A positive way to view politics is to realize that it is simply a medium of exchange. Like money, politics in and of itself is neither good nor bad. It is simply a means of getting what we want. In our economy, money is the medium of exchange; in an organization, politics is the medium of exchange.

B. **Political Behavior**

1. **Networking:** Networking is the process of developing relationships for the purpose of socializing and politicking. Successful managers spend around twice as much time networking as average managers.
2. **Reciprocity**: Using *reciprocity* involves creating obligations and developing alliances and using them to accomplish objectives. When people do something for you, you incur an obligation that they may expect to be repaid. When you do something for people, you create a debt that you may be able to collect at a later date when you need a favor. You should work at developing a network of alliances that you can call on for help in meeting your objectives.

3. **Coalitions**: A *coalition* is a network of alliances that will help the manager achieve an objective. Reciprocity is used to achieve ongoing objectives, whereas coalitions are developed for achieving a specific objective.

C. **Guidelines for Developing Political Skills**

1. **Learn the Organizational Culture**: Learn the cultural shared values and beliefs (Chapter 8) and how business and politics operate where you work. Learn to read between the lines.

2. **Learn the Power Players**: It is natural, especially for young people, to take a purely rational approach to a job without considering politics. But don’t do this because many business decisions are very nonrational and are simply based on power and politics.

3. **Don’t Surprise Your Boss**: If you want to get ahead, you should have a good working relationship with your boss. Get to know what your boss expects from you and do it. It’s common to put off telling the boss bad news. But, if you are having a job problem let your boss know early. If you are behind schedule to meet an important deadline and your boss finds out about it from others, it is embarrassing, especially if your boss finds out from his or her boss.

4. **Be an Honest Team Player**: Some backstabbing gossips may get short-term benefits from their behavior, but in the long run they are generally unsuccessful because gossip about them in return. In any organization, you must earn others’ respect, confidence, and trust. Once caught in a lie, it’s difficult to regain trust.

5. **Stay Tuned to the Networking Grapevine**: Find out what is going on through the grapevine. The grapevine can help you to learn the organizational culture and key players to include in your coalitions. Your grapevine should include a network of people within and outside your organization. Join trade or professional associations and attend meetings.

6. **Resolve Conflicts**: If you are suddenly left out of the information loop, if everything you say gets rejected or ignored, or if your coworkers or boss start treating you differently, find out why. Use your networking grapevine to find out if some one is trying to get you and why. You need to understand where your enemies are coming from, how they operate, who’s behind them, and what weapons they might use. Confront individuals or groups suspected of instigating conflict.

**VI. MANAGING CONFLICT**

A conflict exists whenever people are in disagreement and opposition.

A. **The Psychological Contract**

All human relations rely on the psychological contract. The *psychological contract* is the unwritten implicit expectations by each party.

1. **Conflict arises by breaking the psychological contact for two primary reasons**: (1) We fail to make explicit our own expectations and fail to inquire into the expectations of the other parties. (2) We further assume that the other party(ies) has the same expectations that we hold.

B. **Conflict can be Dysfunctional or Functional**

When conflict prevents the achievement of organizational objectives, it is negative or dysfunctional conflict. However, it can be positive. Functional conflict exists when disagreement and opposition support the achievement of organizational objectives. The question today is not whether conflict is negative or positive but how to manage conflict to benefit the organization. Too little or too much conflict is usually dysfunctional.
C. Conflict Management Styles

1. **Avoiding Conflict Style**: The *avoiding conflict style* user attempts to passively ignore the conflict rather than resolve it. When you avoid a conflict, you are being unassertive and uncooperative.

   **Advantages and Disadvantages of the Avoiding Conflict Style** The advantage of the avoiding style is that it may maintain relationships that would be hurt through conflict resolution. The disadvantage of this style is the fact that conflicts do not get resolved.

   **Appropriate Use of the Avoiding Conflict Style** The avoiding style is appropriate to use when: 1. The conflict is trivial. 2. Your stake in the issue is not high. 3. Confrontation will damage an important relationship. 4. You don’t have time to resolve the conflict. 5. When emotions are high. When you don’t have time to resolve the conflict or people are emotional, you should confront the person(s) later.

2. **Accommodating Conflict Style**: The *accommodating conflict style* user attempts to resolve the conflict by passively giving in to the other party. When you use the accommodating style, you are being unassertive but cooperative. You attempt to satisfy the other party while neglecting your own needs by letting others get their own way. A win-lose situation is created.

   A common difference between the avoiding and accommodating style is based on behavior. With the avoiding style you don’t have to do anything you really did not want to do, but you do with the accommodating style.

   **Advantages and Disadvantages of the Accommodating Conflict Style** The advantage of the accommodating style is that relationships are maintained by doing things the other person’s way. The disadvantage is that giving in may be counterproductive. The accommodated person may have a better solution.

   **Appropriate Use of the Accommodating Conflict Style** The accommodating style is appropriate when: 1. The person enjoys being a follower. 2. Maintaining the relationship outweighs all other considerations. 3. The changes agreed to are not important to the accommodator, but are to the other party. 4. The time to resolve the conflict is limited. This is often the only style one can use with an autocratic boss who uses the forcing style.

3. **Forcing Conflict Style**: The *forcing conflict style* user attempts to resolve the conflict by using aggressive behavior to get their his or her own way. When you use the forcing style, you are uncooperative and aggressive; you do whatever it takes to satisfy your own needs at the expense of others, if necessary.

   **Advantages and Disadvantages of the Forcing Style** The advantage of the forcing style is that better organizational decisions, rather than less effective compromised decisions, may be made. The disadvantage is that overuse of this style leads to hostility and resentment toward its user. Forcers tend to have poor human relations.

   **Appropriate Use of the Forcing Style** The forcing style is appropriate to use when: 1. Unpopular action must be taken on important issues. 2. When commitment by others to proposed action is not crucial to its implementation (in other words, people will not resist doing what you want them to do). 3. When maintaining relationships is not critical. 4. When the conflict resolution is urgent.

4. **Negotiating Conflict Style**: The *negotiating conflict style* user attempts to resolve the conflict through assertive give-and-take concessions. It is also called the compromising style. When you use the compromising approach, you are moderate in assertiveness and cooperation. An I-win-part-I-lose-part situation is created through compromise.

   **Advantages and Disadvantages of the Negotiating Conflict Style** The advantage of the negotiating style is that the conflict is resolved relatively quickly, and working relationships are maintained. The disadvantage is that the compromise often leads to counterproductive results such as suboptimum decisions. An overuse of this style leads to people playing games such as asking for twice as much as they need in order to get what they want. It is commonly used during collective bargaining.

   **Appropriate Use of the Negotiating Conflict Style** The negotiating conflict style is appropriate to use when: 1. The issues are complex and critical, and there is no simple and clear solution. 2. Parties have about equal power and are interested in different solutions. 3. A solution will only be temporary. 4. Time is short.

5. **Collaborating Conflict Style** The *collaborating conflict style* user assertively attempts to jointly resolve the conflict with the best solution agreeable to all parties. It is also called the problem-solving style. When you use the collaborating approach, you are being assertive and cooperative. While negotiating is often based on secret information, collaboration is based on open and honest communication. This is the only style that creates a true win-win situation. The key to collaboration is the agreement to the solution being the best possible one.
Advantages and Disadvantages of the Collaborating Style The advantage of the collaborating style is that it tends to lead to the best solution to the conflict using assertive behavior. The disadvantage is that the skill, effort, and time it takes to resolve the conflict are usually greater and longer than the other styles. There are situations, mentioned under negotiation, where collaboration is difficult and when a forcer prevents its use. The collaborate style offers the most benefit to the individual, group, and organization.

Appropriate Use of the Collaborating Conflict Style The collaborating style is appropriate when: 1. You are dealing with an important issue that requires an optimal solution; compromise would result in sub-optimizing. 2. People are willing to place the group goal before self-interest; members will truly collaborate. 3. Maintaining relationships is important. 4. Time is available. 5. When it is a peer conflict.

VII. THE NEGOTIATING AND COLLABORATING MANAGEMENT STYLES

A. Negotiating

Negotiating is a process in which two or more parties are in conflict and attempt to come to an agreement.

1. Create an I Win Some You Win Some Situation. With negotiation there is often a zero sum game in which one party’s gain is the other party’s loss. Therefore, you don’t have a true collaboration win-win situation.

B. The Negotiation Process

The negotiation process has three and possibly four steps: plan, negotiations, possibly a postponement, and an agreement or no agreement.

1. Plan: (1) Research the other party(s). (2) Set objectives. (3) Try to develop options and tradeoffs. (4) Anticipate questions and prepare answers.

2. Negotiations. (1) Develop rapport and focus on obstacles not the person. (2) Let the other party make the first offer. (3) Listen and ask questions to focus on meeting the other party’s needs. (4) Don’t be too quick to give in and ask for something in return.

3. Postponement. When there doesn’t seem to be any progress, it may be wise to postpone the negotiations.

4. Agreement or No Agreement

Skill-Building Exercise 9-1 provides the opportunity to develop students’ skill at negotiating.

C. Initiating Collaborating Conflict Resolution

An initiator is the person who confronts the other person(s) to resolve the conflict. When initiating a conflict resolution using the collaborating style, use the following model: The initiating conflict resolution model steps are: 1. plan a BCF statement that maintains ownership of the problem, 2. present your BCF statement and agree on the conflict, 3. ask for, and/or give, alternative conflict resolutions, 4. make an agreement for change.

Step 1. Plan a BCF Statement that Maintains Ownership of the Problem: Planning is the beginning management function, and starting point of initiating a conflict resolution.

The BCF model describes a conflict in terms of behavior, consequences, and feelings. When you do B (behavior), C (consequences) happens, and I feel F (feelings).

Step 2. Present Your BCF Statement and Agree on the Conflict: After making your short planned BCF statement, let the other party respond. If the other party does not understand or avoids acknowledgment of the problem, persist. You cannot resolve a conflict if the other party will not even acknowledge its existence.

Step 3. Ask for, and/or Give, Alternative Conflict Resolutions: Begin by asking the other party what can be done to resolve the conflict.

Step 4. Make an Agreement for Change: Try to come to an agreement on specific action you will both take to resolve the conflict.

D. Responding to Conflict Resolution
NOTE: There is more detailed information here than in the text for those who want to spend more time on this topic without students reading more details.

**Step 1. Listen to and Paraphrase the Conflict Using the BCF Model:** Do not get defensive and justify your actions as your first response. Even when you disagree, listen to the other party’s position. Avoid discussing and agreeing on who is to blame or correct. Let people blow off some steam as long as they don’t verbally attack you. If they do, calmly tell them you are willing to discuss a genuine problem, but you will not tolerate personal attacks or scapegoating. When a person is too emotional, it may be better to postpone the discussion until everyone is calm. Deal with emotions following the communication guidelines in Chapter 10.

*Using the BCF Model* The untrained initiator often makes general statements and simply blames the responder. To resolve the conflict, you must transform the general and personal accusations into specific descriptions of behavior. To do this, use BCF model:

1. Ask for a specific behavioral example (when I do B).
2. Have the initiator describe the consequences of the behavior (C happens).
3. Ask the person how he or she feels, if feelings were not expressed (you feel F). Paraphrase the model back to the initiator.

**Step 2. Agree with Some Aspect of the Complaint:** Find a point you can agree on. The longer it takes to agree on something, the broader the base of the argument will be. And the longer it will take to resolve it.

**Step 3. Ask for, and/or Give, Alternative Conflict Resolutions:** In asking for solutions, you show your regard for the initiator and shift the focus away from the negative past to the positive future. Together you try to find a win-win situation solution that is satisfactory to all parties.

**Step 4. Make an Agreement for Change:** Come to an agreement on a resolution and develop a plan stating each party’s responsibility for change. If possible, have each person paraphrase what he or she agrees to do in the future.

**E. Mediating Conflict Resolution:**

Frequently, conflicting parties cannot resolve their dispute alone. In these cases, a mediator should be used. A mediator is a neutral third party who helps resolve a conflict. Before bringing the conflicting parties together, the mediator should decide whether to start with a joint meeting or conduct individual meetings.

**Step 1. Have Each Party State His or Her Complaint Using the BCF Model:** Teach the employees the BCF model and have them state their complaints using it. It is helpful to have them write out their complaints first.

**Step 2. Agree on the Problem(s):** Do not try to place the blame on any one party. Focus on how the conflict is affecting their work. Discuss the issues by addressing specific behavior, not personalities.

**Step 3. Develop Alternative Conflict Resolutions:** Have all parties suggest possible solutions to the problem(s). Focus on the changes in behavior needed to eliminate the negative consequences and feelings. Combining ideas is often helpful. The mediator may suggest alternatives, but as a neutral party should collaborate rather than try to force the parties to accept them. Be sure the resolution creates a win-win situation for all parties including the organization.

**Step 4. Make an Agreement for Change:** Come to a solution satisfactory to all parties. Have each party state what he or she will or will not do in the future. The mediator should paraphrase the statements of all parties to ensure all are in agreement and to get a commitment to the changed behavior.

**Step 5. Follow Up to Make Sure the Conflict is Resolved:** Two follow up methods include: 1. watching parties interact over a period of time to make sure the conflict is resolved, and 2. setting a follow-up meeting to sit down and discuss if the conflict has been resolved.

If the conflict has not been resolved, an arbitrator may be used. An arbitrator is a neutral third party who makes a binding decision to resolve a conflict. The arbitrator is like a judge, and his or her decision must be followed.

**VIII. STRESS**

*Stress* is the body’s reaction to environmental demands made on it. Body reactions can be emotional and/or physical reaction to environmental activities and events.

**A. Stress can be Functional or Dysfunctional**

*Stress is functional* when it helps improve performance by challenging and motivating people to meet objectives. People perform best under some pressure. However, too much stress is dysfunctional because it is harmful to the
individual and to the organization. Stressors are situations in which people feel overwhelmed by anxiety, tension, and pressure. On the other hand, if the situation is stress-free people usually perform at lower levels. Burnout is the constant lack of interest and motivation to perform one’s job due to stress.

B. Causes of Stress

1. Personality Types: The degree to which stressors affects us is due, in part, to our personality type. The Type A personality is characterized as fast-moving, hard-driving, time-conscious, competitive, impatient, and preoccupied with work. The Type B personality is the opposite of Type A.

2. Organizational Culture: The amount of cooperation, motivation, and morale affects stress levels.

3. Management Behavior: The better managers supervise their employees, the less stress there is.

4. Work Performed: Some types of work are more stressful than others. People who have jobs in which they enjoy the work itself derive satisfaction and handle stress better than those who do not.

5. Human Relations: When people do not get along, conflict exists which can be very stressful. Conflict resolution is important for reducing stress.

6. Signs of Stress: Increased breathing rate, perspiration, irritableness, headaches and other body tension, and stomach problems are all signs of stress. People under stress often watch TV/movies, drink, take drugs, eat, or sleep more than usual to escape stress.

C. Stress Management

Stress management is the process of eliminating or reducing stress. You can better control stress by following a three-stage stress management plan: 1. identify stressors; 2. determine their causes and consequences; and 3. plan to eliminate or decrease the stress.

1. Time Management: Generally, people with good time management skills experience less job stress.

2. Relaxation: Get enough rest and sleep; have some fun and laugh. If you are a Type A personality, slow down and enjoy yourself. Participate in activities that are pleasurable and relaxing.

   Relaxation Exercises When you feel stress, you can perform some simple relaxation exercises. Exhibit 9-6 lists relaxation exercises that you can do almost anywhere.

   Deep Breathing You simply take a slow deep breath, preferably through your nose, hold it for a few seconds (you may count to five), and then let it out slowly, preferably through lightly closed lips to relax the entire body.

   Energy Stress depletes your energy. Remember that air (breathing), relaxation (especially sleep), and nutrition are major sources of providing the energy you need to resist stress.

3. Nutrition: Good health is essential to everyone’s performance, and nutrition is a major factor in health.

4. Exercise: Physical exercise is an excellent way to improve health while releasing stress. Aerobic exercise is generally considered the best type of exercise.

5. Positive Thinking: People with an optimistic attitude generally have less stress than pessimists. Don’t Procrastinate or be a Perfectionist.

6. Support Network: Talking to others in a support network can help reduce stress.

D. The Stress Tug-of-War
LEARNING OUTCOMES AND ANSWERS

These learning objectives are included in the test bank in the concepts section.

1. List the differences along the continuum for each of the big five personality traits (extraversion, agreeableness, neuroticism, conscientiousness, and openness to experience).
   Extraversion is on a continuum between extrovert and introvert; agreeableness between cooperative and competitive; neuroticism between positive and negative attitude; conscientiousness between dependable and not dependable; and openness to experience by willingness to try and not to try new things.

2. Explain the perception process and the two factors it is based on.
   Perception is the process of selecting, organizing, and interpreting environmental information. How we select, organize, and interpret information is based on internal individual factors including our personality and attitudes. The second factor of the perception process is the information itself from the external environment.

3. Describe the interrelationship among personality, perception, and attitude and why they are important.
   Personality affects perception and attitudes. Perception also affects attitudes, and attitudes also affect perception. Changing one’s perception of self-esteem and attitude adjustment changes single personality traits. Thus, all three are interrelated and are important because combined they directly affect behavior and performance.

4. State what job satisfaction is and why it is important.
   Job satisfaction is a person’s attitude toward their job. Job satisfaction is important because it has a direct relationship with absenteeism, turnover, and performance.

5. Define power and the difference between position and personal power.
   Power is the ability to influence others’ behavior. Position power is derived from top management and is delegated down the chain of command, while personal power is derived from the follower based on the individual’s behavior.

6. Explain the difference among reward, legitimate, and referent power.
   The difference is based on how the person with power influences others. Reward power is based on the user’s ability to influence others with something of value to them. Legitimate power is based on the user’s position power given by the organization that gets the person to feel as though he or she ought to be influenced. Referent power is based on the user’s personal power relationship with others to influence them.

7. Discuss how power and politics are related.
   Power is the ability to influence others’ behavior. Politics is the process of gaining and using power. Therefore, political skills are a part of power.

8. Describe how money and politics have a similar use.
   Money and power have a similar use because they are mediums of exchange. In our economy, money is the medium of exchange. In an organization, politics is the medium of exchange.

9. Explain what networking, reciprocity, and coalition have in common.
   The commonality of networking, reciprocity, and coalitions is the fact that they are political behaviors. Networking is the process of developing relationships for the purpose of socializing and politicking. Reciprocity involves creating obligations and developing alliances and using them to accomplish objectives. A coalition is a network of alliances that will help a manager achieve an objective.

10. List and define the five conflict management styles.
    1. The avoiding conflict style user attempts too passively ignore the conflict rather than resolve it. 2. The accommodating conflict style user attempts to resolve the conflict by passively giving in to the other party. 3. The forcing conflict style user attempts to resolve the conflict by using aggressive behavior to get his or her own way. 4. The negotiating conflict style user attempts to resolve the conflict through assertive give-and-take concessions. 5. The collaborating conflict style user assertively attempts to jointly resolve the conflict with the best solution agreeable to all parties.

11. List the steps in the initiating conflict resolution model.
    The steps in initiating conflict resolution model are: 1. plan a BCF statement that maintains ownership of the problem, 2. present your BCF statement and agree on the conflict, 3. ask for, and/or give, alternative conflict resolutions, 4. make an agreement for change.
12. **Explain the stress tug-of-war analogy.**
Under the stress tug-of-war, you are in the center where stress is functional and performance is high. On your left are the causes of stress trying to pull you off center. On your right are the stress management techniques you use to keep you in the center. If the causes of stress pull you off center, you burn out and performance decreases. If there is an absence of stress, performance is also decreased.

3. **Given an example of when you and someone else experienced the same situation but perceived it differently. Which of the biases to perception seems to be the major reason for the difference in perception?**
My friend and I had to go to a company training program for two hours one afternoon. The training was a motivational speaker trying to get us to have a more positive personality, like in Self-Assessment Exercise 9-1, left-hand side traits. After the presentation, as we walked back to work my friend started saying how much she liked it and how she was going to try to be more positive. I told her I thought it was stupid and manipulative. I think the major reason for our perception difference was selectivity. My friend is generally more optimistic and was looking for the positive side of the training. On the other hand, I am more pessimistic and looked for the negative side of the training.

4. **Give an example of how your attitude affected your behavior at work.**
When I worked at McDonald’s I had to go out and clean up the parking lot. A group of kids from my class were hanging around and one of them threw a bag on the ground and said clean it up. So I went over and grabbed him by the shirt. Well anyway, I didn’t like the job and this made my attitude toward the job even worse. I ended up quitting the next week.

5. **Recall a person (parent, friend, teacher, coach, boss) who really expected you to perform well or poorly, and treated you like you would do well or poorly, which strongly affected your success or failure. Explain how the Pygmalion effect influenced your performance.**
I remember being in the little league baseball team. I was a pretty good hitter but I got into a slump. I struck out four times in a row. Before my fifth time at bat my coach called me over. He said something like, “Ted, I can feel a hit coming. You’re a strong batter and your going to get a hit.” I went to the plate and somehow my fear of striking out again was gone. I got a triple.

6. **Identify a present or past boss. Which power base did/does the boss use most often? Explain. Also, give a least one example of another power base you saw the boss use.**
My boss at Papa Gino’s used reward power. We got periodic reviews and raises every few months. There were regular contests such as employee of the week and who could sell the most pizza in one night. My boss would also use the forcing power base when people came in late or broke other rules. People who did not want to follow the rules and work hard did not last long; they either quit or were fired.

7. **Which one or two suggestions for increasing your power base are the most relevant to you? Explain.**
My first priority is to work on connection power. Connection power can help me get a job when I graduate and when I advance on the job. My second priority is to develop expert power. I’m a good worker and take pride in my work.

8. **Give a job example of how networking, reciprocity, or a coalition was used to achieve an organizational objective.**
We worked on a loading dock and packed trucks alone. However, when we had a heavy item to load, we would help each other. This is reciprocity, and the trade-off was helping each other.

9. **Which one or two suggestions for developing political skills are the most relevant to you? Explain.**
I have to work more on seeking recognition and visibility for my accomplishments. I tend to be shy and quiet. In an organization, if managers don’t know who you are or that you are doing a good job, your chances of getting raises and promotions can be hurt.

10. **Select a present or past boss. Which conflict management style did the boss use most often? Explain through a typical example.**
My boss was a real negotiator. He was very concerned about treating all employees fairly. When an employee complained about something such as having to put out the trash at night, the manager set up a schedule to rotate the job so that everyone got a turn.

11. **Which one of the five conflict management styles do you tend to use most often? Explain.**
I tend to use the forcing style. I don’t come right out and really push people with threats, but I do tend to be closed to others’ ideas. Therefore, I tend to do a strong sales job by explaining why what I want done should get done my way. For example, when I see people doing the job differently than I would do the job, I question why they do it that way and ask why they don’t do it this way— the way I’d do it.

12. **Use the BCF model to describe a conflict you face or have faced.**

   (Behavior) When you make me work overtime (consequence), I’m late for my softball game and have to miss playing some of the game; and (feeling) I get upset about it.

13. **Follow the stress management plan steps:**
   1. identify your major stressors;
   2. determine their causes and consequences; and
   3. plan to eliminate or decrease the stress. Be sure to identify each step and the stress management techniques you will use.

14. **At which of the six time management techniques are you best and worst? What can you do to improve your stress management skills?**

   I’m best at exercise because I play on the basketball team. I’m worst at nutrition because I drink a lot of soda and eat a lot of candy. I plan to cut back on the junk food and increase my intake of fruit and vegetables.

**REVIEW AND DISCUSSION QUESTION ANSWERS**

Applications may be used as discussion questions.

*These review and discussion questions are included in the test bank in the concepts section.*

1. **What are the big five personality traits?**
   The big five personality traits include: 1. Extraversion (on a continuum between extrovert and introvert), 2. Agreeableness (on a continuum between cooperation and competition), 3. Neuroticism (on a continuum between being emotional stable and unstable, 4. Conscientiousness (on a continuum between responsible/dependable to irresponsible/undependable), 5. Openness to experience (on a continuum between being willing to try new things too not being willing).

2. **What are the four bias in perception.**
   The four bias in perception include: 1. Selectivity (hearing what we want to hear), 2. Frame of reference (seeing things from our point of view), Stereotyping (generalizing behavior of a group to one individual), and 4. Expectation (not listening and hearing what we want to hear).

3. **What are the determinants of job satisfaction? Are they of equal importance to everyone?**
   The determinants of job satisfaction are: personality, the work itself, compensation, growth and upward mobility, coworkers, and management. The importance of the five determinents are not the same for everyone. Thus, employees can have overall job satisfaction based on different factors.

4. **What are the seven bases of power?**
   The seven bases of power are coercive, connection, reward, legitimate, referent, information, and expert.

5. **Can management order the end of power and politics in organizations? If yes, should they?**
   No, and they should not try to because ethical power and politics are functional. However, they should take action to discourage unethical behavior.

6. **Why should you learn the organizational culture and identify power players where you work?**
   Knowing the organizational culture helps you to understand how to develop power through political behavior. Knowing the power players enables you to develop connections with them to help you to get what you want.

7. **How do you know when you are in conflict?**
   Any time you are in disagreement and opposition to others, you know you are in conflict. The answer is knowing what conflict management style to use in the situation.

8. **What is the difference between functional and dysfunctional conflict and how does each affect performance?**
Functional conflict exists when disagreement and opposition support the achievement of organizational objectives; it increases performance. Too little or too much conflict tends to be dysfunctional, which leads to missed objectives and decreased performance.

9. **What is the primary reason for your conflicts?**  
   Answers are personal and will vary.

10. **What is meant by maintain ownership of the problem?**  
    Maintain ownership of the problem means that when you are in conflict you should realize that the problem is yours, not the other party’s.

11. **How is the BCF model used?**  
    The BCF model is used to describe the conflict in terms of behavior, consequences, and feelings. When initiating a conflict resolution, it is used to open the conversation.

12. **What is the difference between a mediator and an arbitrator?**  
    A mediator can only advise and assist the parties on resolving the conflict, while the arbitrator has the power to give a binding decision to resolve the conflict.

13. **What are the characteristics of a Type A personality?**  
    The Type A personality is characterized as fast-moving, hard-driving, time-conscious, competitive, impatient, and preoccupied with work.

14. **What are the six stress management techniques?**  
    The six stress management techniques are: time management, relaxation, nutrition, exercise, positive thinking, and support networks.