

Organizational Structure and change		Power And politics		Power And politics (cont)	
Organizational strategy	How company will allocate resources to achieve goals	Power	Potential to influence	Self interested politics	Working to shift outcomes in your best interest
Work specialization	Subdivided tasks	Those without power	More stress/Lower job security/Burnout	What causes politics	Scarcity, performance outcomes, goals
Departmentalization	Grouping jobs together	High vs LowPower Distance	High=Formalities and titles: Low=More informal	Communication Skills	
Chain of command	Whos reporting to who	Where does power come from	Others, Situational powers (Control over resources) Depsndencies (Control over access)	Barriers to Communication	Language, filtering, Percep-tion, Defensiveness, Emotions, Info overload, silence, lying
Span of control	How many people can be directed	Zero sum	Expanding others power with out makes our power less threatening	Denotation	Translation of words
Centralization and decentralization	Decision making authority	Connection power	Power over formal and informal relationships/n-etworks	Metaphors	Figure of speach
Formalization	Rules and regulations	Rational Persuasions	Logical arguments and facts	Rhetorical questions	Questions to make a point
Lewins 3 Step process	Unfreezing, Moving, Refreezing	Inspirational appeals	Appeal to one's values and goals, arouses enthusiasm	Moral conviction	Using your morals to influence
Simple Structure	Low departmentalization, wide spans of control, little formalization. Flexible but can slow down	Consultation	Involve the target in planning and decision making	Nonverbal communication	Body Position, facial expres-sions, Body position, eye contact, other physical gestures
Bureau-cracy	Pyramid, lower quality employees, obsessive concern with rules	Ingratiation	Flattery	Joint problem solving	Turning a problem into an objective
Matrix structure	2 boses, more communication but power struggles	Personal Appeals	Appeal to friendship	Relationships or networks	
Boundary Spanning	building relationships, diverse networks, resources	Exchange	Mutual benefit	Leader Member Exchange (LMX)	Theory of manager subord-inate relationship quality (Higher=More trust)
		Coalition tactics	Aid or support of others	Team Member Exchange (TMX)	Theory of Team members ability to contribute
		Pressure	Threats and demands	Boundary Spanning Relationships	Hierarchal=Top/Mid level managers
		Legitimating tactics	Rely on authority		
		Dependency	Key to power		



Relationships or networks (cont)		Leader and follower		Leader and follower (cont)	
Social Exchange	Building relationships through reciprocal interactions	Leadership	2 or more people depending on an INFLUENCE	Hersey Blanchard	Focuses on follower readiness
Reciprocity	Exchanging things with others for mutual benefit	Leadership Vs Following	Leading=Influencing Following: Accepting influence	(Inspirational) Charismatic leadership	Inspire thru words ideas and behaviours
Components of reciprocity	Equivalence (fairness) Immediacy Interest	Shared Leadership	Leadership and followship roles rotate	(Inspirational) Transactional Leadership	Rely on rewards in exchange for accomplishment of goal
Networks	System of interconnected relationships	Distributed leadership	Influence distributed throughout institution	(Inspirational) Transformational Leadership	Transcend self interest for good of organization
Dyad, Triad, Clique	2 People, 3 people, 4+	Co Leadership	No Single person has unilateral power	Conflict Negotiation Decision Making	
Network centrality	Does actor have ties with others	Legitimate power	Formal Power	Functional Conflict	Supports goals and improves performance
Network density	Are all actors connected	Coercive power	TO punish or threaten	Dysfunctional Conflict	hinders group performance
Instrumental ties	Professional ties	Expert Power	Smart in an area	Substantive conflict	Fundamental disagreement
Expressive ties	Friendship ties	Informational power	has all info	Emotional conflict	Interpersonal Difficulties
Simmelian ties	Relationship between 2 actors	Reward power	Can reward employees	Relationship conflict	Emotional conflict over incompatibility
Homophily	Tendency for actors to form connections with similar people	Referent Power	Gives leaders ability to inspire	Status conflict	Heirarchial struggle between lower and higher power person
Cohesive network	People are connected	Trait Theories	Focus on traits that make a leader	Process conflict	over how work gets done
Bridging network	Connected to people who arent connected	Behavioural theories	Specific behaviours differentiate leaders from non leaders: Leadership can be taught to anyone	Sources of conflict	Communication, Structure, Personal values
Brokering network	Connecting others to access of goods or info	Contingency theories	Focus on all outcomes in a crisis	How to manage conflict	Problem solving, deloping goals, smoothing, compromising, avoidance
		Fielder contingency model	An individuals leadership style is fixed		

Conflict Negotiation Decision Making (cont)

Negotiation Making joint decisions when people have different preferences

Bargaining power Strength in position

Substance Outcomes being negotiated goals

Relationship goals How well people work after negotiation

Distributive bargaining (win-lose) Dividing fixed resources

Integrative bargaining (win-win) Seeking settlements

5 steps to negotiation Develop Strategy: Define rules: Clarify/justify: Bargain/Problem Solve: Close and implement

BANTA Best Alternative To a Negotiated Agreement

Differences in negotiation Personality traits, moods, gender (women more cooperative)

Classical Decision Making Logical and rational

Behavioural Decision making Act in terms of perception

Systematic Decision making Analytical approach

Intuitive decision making Experience, learning based

Overconfidence bias Too optimistic

Conflict Negotiation Decision Making (cont)

Confirmation bias Seek what we want to hear

Heuristics Assessing a current event based on memory

Hindsight trap Overestimate ability to predict events after they happened

