

COM 325-002 Unit Test #3 STUDY GUIDE (Organizational Challenges)

The test on Thursday, October 31st, at 2:00 p.m. will cover the information provided in class about Organizational Challenges from Chapters 7, 8, & 9 in the Modaff & DeWine text as well as the handouts and course materials provided in class. Based on student midterm feedback (and for this test only), the format for this third test will be predominantly definitions, short essay and longer essay questions (no multiple choice or true false questions will be included). Paper will be provided.

KNOW THE FOLLOWING:

Chapter Seven: Realistic Recruitment

How and when do applicants and organizations misrepresent themselves?
Distinguish between traditional and realistic recruitment. Provide examples.
What are the human and financial costs of traditional recruiting?
How does realistic recruitment minimize misunderstandings in organizations?
Which theory (self-selection or vaccination) provides the best explanation for how Realistic Job Previews (RJP) function? Why?
What is the most appropriate medium or media for presenting the RJP?
Which media type is most positively related with job performance?
Which media type is associated with the greatest reduction in employee turnover?
When is the best time to administer the RJP? Why?
Why is realistic recruitment important in the communicative organization?
Describe how the process of recruiting new employees can be more honest and realistic.

Chapter Eight: Socialization of New Members

Describe and provide an example of each of the three possibilities for creating misunderstandings for organizational newcomers (conflict in values, lack of information, and strategic misinterpretations).
Do new employees generally receive more information about initial job tasks or the organization's culture? Why?
Describe Blank & Slipp's (2000) guidelines for becoming assimilated into the organizational culture without giving up your own identity.
Explain, in detail, Frederic Jablin's (2001) concept of organizational assimilation.
Be certain to discuss each of Jablin's three phases of assimilation.
Provide three significant criticisms that have been levied against assimilation research.
Describe the difference between socialization and assimilation.
What does organizational socialization represent in the assimilation process?
How do loyalty and congruency affect socialization?
Explain two of the pairs of socialization tactics that organizations could employ.
How do new members monitor what happens during the encounter stage of socialization?
Why is the socialization process in organizations critical to maintaining a dedicated and loyal workforce?
Describe the six sequential phases of Dr. Lane's model of organizational assimilation (in order).

Chapter Nine: Conflict in the Organization

Be ready to discuss the origins and consequences (positive and negative) associated with Organizational Conflict

What are the factors that influence the outcome of a situation involving conflict?

How do individual personalities, traits, and dispositions influence the outcome of conflict?

Identify and explain the significance of each of the five basic conflict styles.

What are the three dimensions of the Ross and DeWine CMMS scale and what does the scale measure?

Explain the relationship between a superior's conflict styles and rewards for subordinates.

How are diversity and gender related to conflict styles?

Describe the three organization-wide responses to the dispute process in an organization.

Explain how rationality and effectiveness help define many aspects of organizational life.

Define and explain the differences between distributive and integrative conflict resolution.

What are the specific skills that Van Slyke (1999) identified that will help an individual resolve organizational conflict?

Why are interpersonal relationships important to conflict resolution?

How is having skills and knowledge of different approaches to conflict helpful for individuals?

Provide three of the suggestions discussed by Modaff & DeWine (2002) for dealing with organizational conflict.

Definitions from Chapters 7, 8, and 9

Organizational challenges

Realistic Recruitment

Traditional Recruitment

RJP

Socialization

Organizational Assimilation

Anticipatory Socialization

Organizational Encounter

Metamorphosis

Congruency

Loyalty

Conflict

Issue Rigidity

Conflict Styles (avoiding, accommodating, competing, collaborating, compromising)

Organization responses to disputes (aggressiveness, authoritativeness, observability)

Negotiation

Distributive conflict resolution

Integrative conflict resolution

Conflict-as-impotence metaphor

Conflict-as-a-rational-process metaphor