Blaine Killen

**Chapter 4**

**Learning-** a process through which individuals change their behavior based on positive or negative experiences in a situation

**Operant conditioning theory-** explanation for consequence based learning that assumes learning results from simple conditioning and that higher mental functioning is irrelevant

**Social learning theory-** explanation for consequence based actions that acknowledges the higher mental function of human beings and the role such functioning can play in learning

**Basic elements of learning-** the situation, the behavioral response, the consequence

**Positive reinforcement vs negative reinforcement-** positive reinforcement is where an action is followed by a positive consequence, and a negative reinforcement is one where a behavior results in a withdrawal of a previously encountered negative consequence. When an action results in a negative consequence, it normally is **punishment.**

**Dealing with problems**-

1) the problem is discussed informally

2) the associate receives one or more written reminders

3) the associate is suspended for one day

4) the associate is terminated

**extinction-** reinforcement where taking a positive reinforcement after an action will diminish the action

**Schedules of reinforcement-** continuous reinforcement, interment reinforcement

**Fixed Interval-** reinforcement becomes available only after period of time

**Variable Interval-** reinforcement becomes available after a variable period of time

**Fixed Ratio-** a reinforce is introduced after a desired behavior has occurred

**Variable Ratio-** reinforcement introduced after a variable number of times

**Self-efficacy-** individual’s belief he or she will be able to perform a task in a situation

**OB mod-** formal procedure focused on improving task performance through positive reinforcement of desired behaviors and extinction of undesired behaviors

**Simulations-** representation of a real system that allows associates and managers to try various actions and receive feedback

**Perception-** a process that involves aspects of a person, task, or event and forming impressions based on selected inputs

1. Sensing various characteristics of a person, task or event
2. Selecting from the data those facts that will be used to from perception
3. Organizing the selected data into useful concepts pertaining to the object

**Projecting-** a perception problem in which an individual assumes that others share his or her beliefs

**Stereotyping-** perception problem in which an individual has preconceived notions

**Whole Foods Case**

1. To what extent do you think that training and associate learning would be more important for Whole Foods compared to other grocery stores?

I think its very important to train the associates on a variable ratio to keep their perception of whole foods correct as the associates may begin to get to confident because of Whole Foods dominance in the market. Also, the correct combination of positive and negative reinforcement would keep the workers on track and in the right mindset.

2. What type of perceptual problems on the part of associates and the public may have resulted from the scandal regarding John Mackey’s blog activities?

They might think that their managers are lying to them in regards to the success of whole foods and its market dominance because of the false hype that Mackey provided. They also might have the perception that any positive review by customers could possibly be Mackey at the act again, decreasing the effect of positive customer reviews.