

## CHAPTER 6 – LEARNING AND PERFORMANCE MANAGEMENT

Study:

Classical conditioning (don't go crazy studying it)

Operant conditioning:

- Basic operation
- Reinforcement (negative, positive)
- Punishment
- Extinction

Social learning theory

Four stages of performance management

Stage 1 - Defining performance:

- Two types of performance (task, contextual/OCB)
- Routes through which goals affect performance
- Characteristics of effective goals, SMART goals
- Three major functions served by goals
- Building commitment to goals (goal importance, goal-specific self-efficacy)

Stage 2 - Monitoring and providing feedback

- Giving good feedback to employees
- Three types of information (consistency, consensus, distinctiveness; this is called Kelley's Attribution Theory in Chapter 4) and how they work

Stage 3 – Monitoring and providing feedback

- What is a performance appraisal?

Stage 4 – Rewards and consequences

- “Reinforcement and Consequences” section of this chapter

Don't worry about:

How to boost your productivity

Common uses of performance management

What goes wrong? Importance of management and leadership

Performance vs. learning orientation

Perceptual errors in evaluating performance

Exit interviews, who seeks feedback?, coaching

Making good performance appraisals

## CHAPTER 8 – WORK TEAMS AND GROUPS

Study:

Groups vs. teams (including advantages of teams)

Norms and roles (know examples of task vs. maintenance roles)

Team formation:

- Issues addressed as teams form (task, interpersonal, authority)
- Five stages of team formation
- Punctuated equilibrium model

Team characteristics:

- How to enhance cohesiveness
- How to reduce social loafing

“Virtual Teams” section in this chapter

Don’t worry about:

Types of teams

Trust building

Characteristics of high performance teams

## CHAPTER 9 – COMMUNICATION

Study:

Components of a message

Communication process, formal vs. informal channels, richness vs. data capacity

Nonverbal communication, four types

Barriers to communication:

- Common perceptual tendencies (selective perception, attribution errors, self-serving bias)
- Other barriers: Status, gender, cultural diversity, language

Active listening, four types of responses to use

Assertive communication

“Social Media and Increased Productivity” section in this chapter

Don’t worry about:

Gender, generations, and communication

Presenting

Crucial conversations (STATE)

## CHAPTER 11 – DECISION-MAKING

Study:

Decision-making, definition, programmatic vs. non-programmatic

Rational decision-making model, steps, assumptions

Bounded rationality:

- Definition
- Assumptions

Heuristics:

- What is a heuristic? What are some examples? (don't go crazy memorizing all of them)
- Framing
- Escalation of commitment, causes and consequences
- What can help manage decision-making biases?

Groupthink, conditions when cohesion causes groupthink, exceptions and corrections to groupthink theory, reducing groupthink

Don't worry about:

Evidence based decision-making

Four decision-making styles

A road map to ethical decision-making creativity