

## Lecture 1 – Organizations and Management

- **Organizations:** are social inventions for accomplishing common goals through group effort
- **Organizational Behaviour:** The attitudes & behaviors of individuals & groups in organizations. / How organizations can be structured more effectively / How events in the ext'l env affect organizations
- **Goals of OB:** Explaining: *why this thing happened* / Predicting: *if I do like this, what will happen future* / Managing: *take action to achieve goal*
- **Management:** the art (and science) of getting things accomplished in organizations through others / If behaviour can be predicted and explained, it can often be managed / Prediction and explanation involves analysis while management is about action.
- **Evidence-based Management:** Making decisions based on the best available scientific evidence from social science and org'l research rather than personal preference and unsystematic experience. / The use of evidence-based management is more likely to result in the attainment of org'l goals.
- **How do people know things:** Method of experience / intuition / authority / science
- **The scientific method:** Theory → Hypothesis → Data → Verification
- **Correlation:** -1 (abs neg relation) → 0 (no rel) → 1
- correlation != cause and effect
- **Managers' role:** Interpersonal / Informat'l / Descis'l
- **Psychological Capital:** Hope preserve&use multi path to goal / Efficacy confident&put nec'sry effort to succeed&challeng'g tsks / Resilience: bounce bck w' diff'cts / Optimism: good-in; bad-out

## Lecture 2 – Personality and Learning

- **Personality:** The relatively stable set of psychological chara's that influences the way an individual interacts with his env and how feels, thinks, and behaves.
- **Personality and OB:** dispositional bhav from int'l / situational *situ make bhav* / interactionist approach
- **Situations:** strong / weak
- **The Big Five:** Extraversion external-openness-social / Emotional Stability antineuroticism-antipressure / Agreeableness collab-trust / Conscientiousness responsibl-organ'zd-persistent / Openness to Experience curious-creative-dynamic-env
- **Self-Awareness:** Focused on knowing ourselves obersvation → scales&questionnaire → comparing with extern'l → learn from → modify

- **Self-esteem & behavioural plasticity:** people with low~: easier to be affected, react badly to neg fdbk / high~: more fulfilling career dcis's, higher job perf
- **Locus of Control:** A set of beliefs abt whether one's behavior is controlled mainly by internal or external factors. / Internals: believe opportunity to control their own behaviour resides within themselves / externals: believe external forces determine their behavior
- **Positive and negative affectivity:** PA: high perf and creat'vty / NA: counterprod'tv & injury
- **Learning:** prac or exp leads to rel;tv permanent ch'g
- **Operant learning theory:** 4 ways "back propagate" pos'v reinforcement: good reward / neg'v rf: rmv bad if do well / Punishment: punish if do bad / Extinction: no good come if do bad
  - **errors for rf/punishment:** not spcfc/prev bad only
  - **Social cognitive theory:** Observational learning (attent'l-retent'-product'-rf) / selfefficacy beliefs (perf mstry-observt'-verb-phystate) / self-regulat'n RL

## Lecture 3 – Perception, Attribution, Diversity

- **3 Perception comp:** perceiver / target / situ'al context
- **Social Identity Theory:** person'l intersts/ social identity tend to perceive members of their own social categories
- **Bruner's Model:** nocatgory - serach cue - familiar cue entoucher - target cat - cue select - cat strengthened dmo3 imp cha percept'l: selective/constancy/consistency
- **Biases in Person Perception:** Primacy&recency effects .first impress / central traits 'pwful' / Implicit personality theories connect 2 appear together / Projection attribut own thought to/ Stereotyping
- **Attribution Theory:** explain reason for a behavior / Dispositional Attributions: sm personality or internal cause bh / Situational: luck,env, task diff cause
- **3 att'b questions:** consistency cues person do ths regularly? / Consensus others also do ths in ths situ? Distinctiveness person do ths in diffr situations?
- disposit'l attri: consistency / situat'l: consensus,distinc
- **3 bias in att'b:** Fundam'l attribution error miss in&ex / Actor-Observer Effect self bad env, other bad in / Self-Serving Bias self good in, bad env
- **Diversity:** can bring better solut'n creatvt' attact'n

## Lecture 4 – Values, Attitudes, Work Behavior

- **Values:** A broad tendency to prefer certain states of affairs over others / what we consider good and bad.
- **Culture:** is learned, not inherited / includes both explicit (spoken, written, formal) and implicit patterns

- **Hofstede's Framework:** imp model to study cross-culture power distance unequal distribution of power is accepted by members / Uncertainty Avoidance level of comfort with uncertainty / Individualism indepdanc / long term orient'n focus on future / motivation to achievement, success
- **Attitudes:** tendency to respond consistency to some spcfc
- belief job is + value I dislike -attitude dislike job → behaviour
- **Job Satisfaction:** facet satis various facets + overall satis
- **Fairness:** Distributive outcom .salary fair / Procedural processes to outcom / Interactional fairness communication
- **Equity** preserve ratio: 
$$\frac{\text{My Outcomes}}{\text{My Inputs}} = \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$$
- **Organizat'l Citizenship BH OCB:** voluntary, informal behav'r
- **Organizat'l Commitment:** strength of linkage bt eploye& org i.e.why I want to stay in the company  
Affective Commitment I want to be here / Continuance 'cmtmt I have to / Normative 'cmtmt I should be here (obligation)

## Lecture 5 & 6 – Motivation

- The extent to which persistent effort is directed toward a goal.
- **4 bacis charact's:** Effort / Persistence / Direction / Goals
  - **Extrinsic / Intrinsic:** from env .pay / .achievement, accplsh
  - **Emotional Intelligence:** ability to understand and manage one's own & others' feelings&emotions. **Salovey-Mayer modl**
  - Perceiving emotions/ facilitate thinking / Understanding emotions / Managing emotions
  - **Theories of Motivation:** Needs TH(Maslow / ERG / McLellan); Process TH (Expectancy/Equity/Goal-setting); Contemporary (Self-determination)
  - **Maslow's Hierarchy of Needs:** Physiological / Safety / Beloginingness / Esteem / Self-actualization
  - **Alderfer's ERG Th:** Existence / Relatedness / Growth canUD
  - **McClelland's Th of Needs:** (non-hierarchical) Achievement / Affiliation / Power
  - **Expectancy Theory:** People are motivated to act when they believe thr effort will lead good performance → rwd → val /Expectancy if rw / Instrumentality greater\*2? / Valence I want?
  - **Goal Setting Theory:** goals are motivational when they are specific, challenging,& org members has goal cmtmt & fdbk
  - **Self-Determination Theory:** Motivation depends on the satisfaction of 3 basic psychological needs: Competence / Autonomy / Relatedness. mot wbe autonomy when fulfilled
  - **autonomous / controlled Motivation**
  - **Job Characteristics Model:** impact on workers skill variety diff skills / task Identity entireness of a job / task significance effect to others / autonomy freedom op / fdbk'