

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'ssry 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-openess-social* / Emotional Stability *antineuroticism-antipressure* / Agreeableness *collab-trust* / Conscientiousness *respons'blt-organ'zd-persistent* / Openess to Experience *curious-creative-dynamic-env*
- **Self-Awareness:** Focused on knowing ourselves
observation → 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; tvl 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 mstery-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 identiy *tend to perceive members of their own social categories*
- **Bruner's Model:** nocatgory - serach cue - familiar cue
entounter - 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?* / Expectancy *if rw* / Instrumentality *greater*2?* / Valence *I want?*
- 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* | *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 eplye& 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 baxis 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 / Grouth *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'