* This paper is about “TCO B” when you write the project.
* For july 18 - read the Matt Scott Case
* Project
* Identify the TCOs you are discussing while analyzing your company and writing your paper.
* The proposal is maximum 2 pages.
  + Motivation
  + Lack of leadership
  + Lack of communication
* **Minimum 6 Scholarly resources.**
  + Professional publications
  + Proquest or ebsco

By the time the outline is due , you need at lease 3 scholarly resources.

Week 8 - 3-5 minute presentation on the paper.

**What is Organizational Behavior**

* + The way people within an organization behave.
  + Structure of organization
  + Understanding individual and group behavior, interpersonal processes and organizational and dynamics.
* **Scientific Method**
  + Simplified views of reality that attempt to identify major factors and forces underlying real-world phenomenon.
  + Link Presumed causes of events with outcomes.
* **Book: one-minute manager.**
* **Technicall, Interpersonal, Management skills**
* **Myers brinks test to see your personality. Huminastic.org.**
* Chapter 5.
* What is motivation
  + Forces that account for direction, level and persistence of a person’s effort expended at work.
  + *Note: managers are there to help you achieve your goals and help you get there. Not dictate you tasks and demand things.*
* Motivation may not always be monetary. Find what the employees are interested in and offer it as a prize to have them achieve the goals of the company.
* **Motivation theories**
  + *Content theories*
    - Focus on individual needs – physiological or psychological deficiencies that we feel a compulsion to reduce or eliminate.
      * *Provide, pay and benefits for people to be able to pay for their homes and immediate expenses.*
  + *Process Theories*
    - Focus on the thoughts that take place within the mind of the people and that influence their behavior.
* ***Note****: 1800-1920s - Taylor’s theory was that the more you reward people the harder they work.*
* *Mayo’s theory was that people are motivated by things beyond money.*
* ***Maslows Hiearchy***
* ***ERG Theory***
* ***Process Theory:*** *talks about what people are thinking as they are working through. Peoples abilities, belief in abilities and rewards.*
* **Thematic Apperception Test (T.A.T) –** We project our unconscious needs through stories.
  + Need for achievement
  + Need for affiliation
  + Need for power
* Hurtsburg: said the problem with content theory is that it assumes that everything is a motivator. There are really two category of needs
  + **Hygiene factors**: pay, benefits… (are not motivators)
    - Either dissatisfiters or not dissatisfiers.
  + ***Motivator factors***
    - If are not present that people are not satisfied.
      * Satisfied , not satisfied
* *Pay and benefits are not motivators, what are motivators are room for opportunity an self actualization.*
* *Powerpoint presentation 5-14.*
* **The expectancy theory** says – that this is a process. People have to believe that their effort will produce a good level of performance. They have to believe that the performance will accomplish the work and that there will be a reward for the successful completion of the work they are doing.
* Chapter 6.
* Excellent powerpoint
* Reinforcement – immediately rewarding positive behavior with valued outcomes
* Equity – Assuring fairness in type and distribution on rewards
* Content – acknowledging individual differences in motivation value
* Expectancy – creating a linkage among effort>performance>reward.
* Intrinsic Rewards
  + *Positively valued work outcomes that the individual receives directly as a result of task performance.*
* Extrinsic rewards
  + *Positively valued work outcomes that are given to an individual*

*or group by some other person or source in the work setting.*

* **What are the links between motivation, performance and reward?**
  + *Pay for performance - monetary rewards are in whole, or in part, linked to accomplishments.*

**Performance Measurement**

* + Output measures
    - Assess actual work results
  + Activity measures
    - Assess work efforts or inputs
* Behavioral Rating scales is best for rating people. – be more specific. The more objective. The better the evaluation.
* **Best type of brainstorming is when it is done by self. Team brainstorming is not always the best.**
* What is moral leadership
* Traits of leadership
  + Self-efficacy
  + Optimism
  + Hope
  + Resilience
* Servant Leadership
  + Based on the premise that a primary purpose of business should be to create a positive impact on employees and the community.
* Necessary conditions for effective team leadership:
  + Efficient, goal-oriented effort
  + Adequate resources
  + Competent, motivated performance
  + A productive, supportive climate
  + Commitment to continuous improvement and adaptation.
* Reinforcement Theories.
* Presentation of paper.
  + What were the problem and what were the key solutions.
* Unless its from your own experience, reference everything you write.
* **Chapter 16. Organizational Goals and Structures**.
* 4 functions of management
  + Planning
    - Short term plans
    - Mid term plans
    - Long term plans to achieve a goal
  + Organizing
    - Setting a structure to achieve a goal
  + Leading
    - How to decide what strategies to use to get the people to do the work
  + Controlling
    - Confirming that things done in the was they are suppose to get done.
* Total Quality Management
  + Outlined by W. Edwards Deming’s 14points
  + 1980s – Baldridge program
* Kuhn - says that thinking outside the box is really a paradim change.
* A box is how we understand things and we spend a lot of time filling the box with little clues.
* thinking outside the box is completely changing the way you think a total different way.
* ---
* decentralization
* You should not do anything that can be done by someone below do.