

Week 1:

What is organization: *"A consciously coordinated social unit, composed of a group of people, that functions on a relatively continuous basis to achieve a common goal or set of goals."*

What is organizational behaviour: *"A field of study that investigates the impact of individuals, groups and structure on behavior within organizations; its purpose is to apply such knowledge toward improving an organization's effectiveness."*

Week 2:

What is perception: *"the process by which individuals organize and interpret their impressions to give meaning to their environment."*

Why is it important: *Because people's behavior is based on their perception of what reality is, not on reality itself.*

The Process ??:

Inputs (factors influencing perception) → perception → outputs (perceptual errors)

Factors influencing perception:

- The Situation: time, work setting, social setting (ex. Funerals, birthday)
- The Target: Novelty, motion, sound, background (ex. attractive people get paid more)
- The perceiver: attitudes, motives, interests, experience (ex. Personality, history)

Perceptual Errors:

-**Attributions**: (when we attempt to determine whether a behaviour is internal or external cause) (internal: behaviours we can control, external: behaviours we cant control) (self serving bias: people attribute their success to internal factors while putting blame for failures on external factors)

-**Selective perception**: (selectively interpreting what they see based on interests, back ground, experience) (ex. Russian doll model)

-**Halo effect** (tendency for individual to draw a general impression from a single characteristic) (ex. Being tall means you are better off)

-**Contrast effects** (concept that our reaction to one person is often influenced by other people we have recently encountered) (ex. Look smart by hanging out with dumb people)

-**Projection** (The tendency to attribute our own characteristics to other people) (ex. Getting in a fight because you are tired)

-**Stereotyping** (Judging someone on the basis of one's perception of the group to which that person belongs) (ex. Women, minorities, foreigners, what you take in school)

- Why are perceptions important ?
 - Recruitment
 - performance expectations (Self-fulfilling prophecy)
 - Performance evaluations

- Personality: (The stable patterns of behaviour or consistent internal states that determine how an individual reacts to and interacts with others)
 - Personality determinants:
 - Heredity (Factors that you were born with)
 - Personality traits (characteristics that are displayed in a large number of situations)
 - How to measure it: Big 5 personality model (Extroversion, agreeableness, conscientiousness, emotional stability, openness to experience)
 - Major Personality Attributes influencing OB:
 - Core self evaluations (degree in which individuals like or dislikes themselves)
 - Machiavellianism (degree to which an individual is pragmatic, maintains emotional distance and believes that ends justify means)
 - Narcissism (tendency to be arrogant) (ex. Donald trump, Kanye)
 - Self monitoring (Individual's ability to adjust their behaviour to external factors)
 - Risk Taking (willingness to take risk)
 - Type A and type B
 - Proactive Personalities (person who identifies opportunities, shows initiative, takes action and perseveres until meaningful change occurs)
- Type A and Type B personalities:
 - Type A : are always moving, walking, and eating rapidly, feel impatient with the rate of most events, strive to think or do multiple things at once, cannot cope with leisure time
 - Type B: never suffer from a sense of urgency, feel no need to display or discuss their accomplishments, play for fun and relaxation, can relax without guilt.
 - *Type B people are more likely to succeed
- Emotions and Mood:
 - Intense feelings that are directed at someone or something
 - Affect: a broad range of feelings that people experience
 - moods: feelings that tend to be less intense than emotions and that lack contextual stimulus
 - Choosing emotions:
 - felt emotions (individuals actual emotions)
 - Displayed emotions (emotions that are organizationally required and considered appropriate in a given job)
 - Emotional labor (when employee expresses organizationally desired emotions during interpersonal interactions)
 - Emotional Dissonance (inconsistencies between the emotions people feel and the emotions they show)
 - Emotional intelligence: Person's ability to be self aware, self managed, detect emotions in others, and manage emotional cues and information
 - Negative workplace emotions can lead to employee deviance (when people engage in voluntary actions that violate established norms and threaten the organization, its members or both) (ex. Stealing, sexual harassment)

Week 3- Sept 16, 2015

Password for this week: DIVERSITY

Values:

-“Basic conviction that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end state of existence”

-examples of values for organization or personal:

Organizational

Sustainability (“Farm Fresh”)
 Innovation (“Think different”)
 Transparency
 Altruistic (“Do no evil”)

Personal

Dependable
 Reliable
 loyal
 Honest
 Innovative
 Good food

-Values have both

- Content: mode of conduct that is important
- Intensity: how important is it

-Value system

-A hierarchy based on ranking of an individual’s values in terms of their intensity

-Rokeach Value Survey:

- Terminal: Goals that individuals would like to achieve during their life time
 (Ex. Prosperous, stimulating, lasting contribution)
- Instrument: preferable way of behaving
 (Ex. Hard working, open minded, creative)

-Generation Differences:

- Baby boomers:
 - Pragmatic: ends justify the means
 - Organizations as vehicles to a career
- Generation x:
 - In search of work-life balance
- Generation Y:
 - High expectations and seek meaning in work
 - Socially responsible

-Assessing cultural values:

- Hofstede Framework
- Globe Framework:
 - Humane orientation (degree to which society rewards altruistic

behaviors)

- Performance orientation (Degree to which society rewards performance

improvement)

-Hofstede’s Framework:

-Five dimensions:

-Power Distance (national culture attribute that describes the extent to which a society accepts that power in institutions and organizations is distributed unequally) (High power distance-Large inequalities such as in a caste system, low power distance-stresses equality and opportunism, ex. Student vs. employee)

-Individualism vs. collectivism (a national culture attribute that describes the degree to which people prefer to act as individuals rather than as members of group) (Individualism-they believe in individual rights above all else)(collectivism-emphasizes a tight social framework in which people expect other in groups of which they are part to look after them and protect them) (ex. Tasks vs. relationship)

-Masculinity vs. Femininity (A national culture attribute that describes the extent to which the culture favours traditional masculine work roles of achievement, power and control)

-Uncertainty avoidance (A national culture attribute that describes the extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them)

-Long term vs short term orientation (A national culture attribute that emphasizes either long term or short term preferences)(ex. Looking more for the future)

-Class Activity:

-Power distance: Japan, Canada, Sweden, India, Malaysia

-Individualism: Canada, Sweden, India, Japan, Malaysia

-Masculinity: India, Malaysian, Sweden, Japan, Canada

-Uncertainty Avoidance: Canada, Japan, Malaysia, Malaysia, India

-Long term orientation:

-Diversity:

"Diversity is the inclusion of a wide variety of people of different races or cultures in a group or organization."

-Related terms and concepts:

-Ageism (Discrimination based on age)

-Classicism (Discrimination based on social class)

-Ethnocentrism (because of ethnic differences)

-Heterosexism (against gay men, lesbians, etc.)

-Racism (based on race)

-Diversity in organizations:

-Why can diversity be good in organizations?

-Different perspectives, strategies, ideas

-When can diversity be bad?

-When not managed, negative workplace behaviours

-Attitudes:

-“Attitudes are evaluative statements-either positive or negative-about objects, people, or events. They reflect how we feel about something. When I say, “I like my job”, I am expressing...”

-Attitudes can predict behaviour

-4 Big attitudes:

-**Job satisfaction** (a positive feeling about a job resulting from an evaluation of its characteristics)

-Organizational commitment *“The degree to which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization.”*

-Three types of commitment:

- Affective (individual's emotional attachment and identification with an organization and belief in its values),
- normative-The obligation an individual feels to stay with an organization)
- continuance (individual's perceived economic value remaining with an organization)

-Job involvement *“The degree to which a person identifies with a job, actively participates in it, and considers performance important to self-worth.”*

-Employee engagement *“An individual's involvement with, satisfaction with and enthusiasm for the work he or she does.”*

Sept 23, 2015- Motivation

CODE: MOTIVE

- “The intensity, direction, and persistence of effort a person shows in reaching a goal”
- What makes us WANT to do something ?
- What makes us PUT EFFORT into one task and not the other

-Theory X:

-“Managers view workers as disliking work, lacking ambition, resistant to change, irresponsible, want to be led than to lead”

-Theory Y:

-“Managers view workers as willing to work, capable of self-direction, self control, willingness to accept responsibility, imaginative, creative”

-Ex. Google vs Apple, Gen Y vs. Gen X

-Maslow's Hierarchy of Needs:

- Self-Actualization needs (Top)
- Self-Esteem Needs
- Socialization Needs
- Security
- Physiological/Survival Needs (At the Bottom)

-Behaviour Conditioning:

-Classical (Pavlov):

-“When a conditioned stimulus is paired with an unconditioned stimulus and the conditioned stimulus produces an automatic response”

-Operant (Skinner):

-“When an individual's behaviour is modified by its antecedents and consequence”

-Reinforcement Theory:

-Conditioning:

-Continuous (Classical/Pavlov)

-Intermittent (Skinner/Carror and stick)

-Expectancy Theory:

"...Individuals are motivated to behave in a certain way based on the expected outcomes of their behaviours"

-3 keys elements: (Effort -> Performance: If I try am I Likely to succeed?)

(Performance -> Outcome: If I succeed, what will be the

outcome/reward/punishment?)

(Valence of Outcome: Is the outcome desireable or undesireable...)

-Expectancy theory: Motivation \square effort \square (environment and ability in between) \square performance \square outcome

-Goal setting theory (Locke):

-S pecific

-Measureable

-Achievable

-Realisitc

-Time oriented

-Equity theory: (J. Stacey Adams)

-Helps understand how our values influence our motivation

- My outcome/My input = Others Outcome/Others input

-Types of Motivation

-Intrinsic: motivation that is driven by an interest or enjoyment in the task itself

-Extrinsic: motivation that is driven by an outcome

Sept. 30, 2014-Leadership

Password: Follower

-Leadership is the inspiration and mobilization of others to undertake collective action in pursuit of the common good

- "**Leaders'** influence will turn on their own qualities of character, expertise, prestige, intelligence, charm and credibility, but these will have little impact unless they engage the relevant needs and motivations of the persons being influenced."

-Leader vs. Manager:

-“Manager is doing things right; Leadership is doing the right things” –Peter Drucker

Leader	Manager
Copes with change	Copes with complexity
Challenges the status quo	Works with the status quo
Asks Why	Asks What
Plans long term	Plans short term
Aligns people	Organizes people
Motivates and inspires	Administrates and control
Focuses of people	Focuses on systems and structures
Communicates and delivers the Vision	Follows the vision
Looks into the future	Works in the present

-Charismatic Leadership:

-A leadership theory that states that followers make attributions of heroic extraordinary abilities when they observe certain behaviours.

-Vision: a long term strategy for attaining a goal or goals

-Vision statement: a formal articulation of an organization's vision or mission

-Transformational Leadership:

-Inspire followers to transcend their own self-interests and who are capable of having a profound and extraordinary effect on others

Transactional Leaders:

-Guide or motivate their followers in the direction of established goals by clarifying role and task requirements

-Trait Approaches:

-Traits: (Personality, IQ, EI)

-Prototypical leadership (The leader of the group is the person that displays the most characteristics perceived to be associated with leadership.)

-Behavioural Approaches:

-Behaviour theories suggest you can train people to be leaders

-Ohio studies (1940) (The extent to which a leader is likely to define and structure his or her role and roles of employees in order to attain goals)

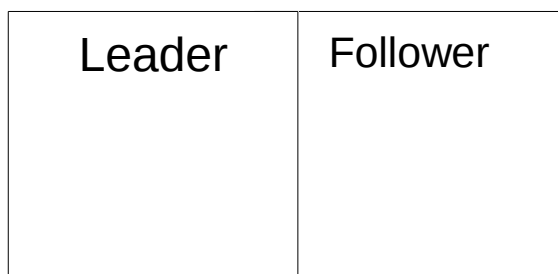
-Michigan studies (employee-oriented leaders=a leader who emphasizes interpersonal relations)(production-oriented leaders=a leader who emphasizes the technical or task aspects of the job)

-Contingency Approaches:

-Contingency/situational theories: Propose leadership effectiveness is dependent on the situation (LMX and Path goal theory is in this section)

-Leader-Member-Exchange (LMX)

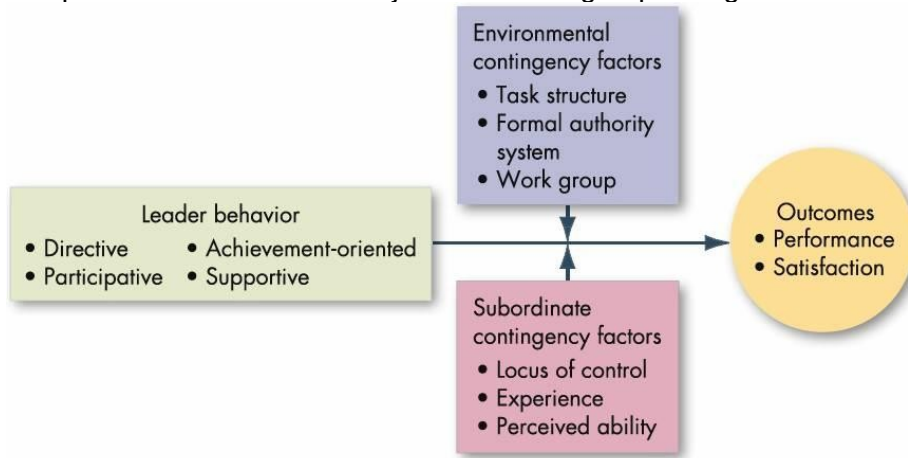
between



Focuses on the two way relationship supervisors and subordinates

-Path-Goal theory:

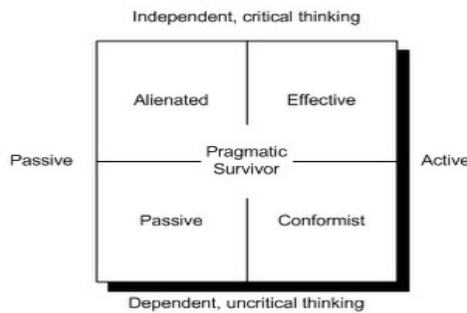
-A leadership theory that says it is the leader’s job to assist followers in attaining their goals and to provide the necessary direction and/or support to ensure that their goals are compatible with the overall objectives of the group or organization



Emerging approaches in leadership:

- Self leadership (where individuals and teams set goals, plan, and implement tasks, evaluate performance, solve their own problems and motivate themselves)
- Leading without authority (easier to raise harder questions and look for less traditional solutions when a person is not locked into one person’s perspective)
- Followership (The reciprocal social process of leadership, the development of a community of followers)

KINDS OF FOLLOWERS



Source: Adapted from The Power of Followership by Robert E. Kelley.

-Followership diagram

-Authentic leadership (leadership know who they are, know they believe in and value, and act on these values and beliefs openly and candidly. Their followers could consider them to be ethical people)

-Gender differences (Great deal of difference between men and women in the work place)

Oct. 7-Teamwork

Password: GROUPTHINK

-Teams vs. Groups:

- Group is two or more people with a common relationship
- Team is a “small number of people with complementary skills who are committed to a common purpose...”
- groups and teams are not in the same continuum

Groups	Teams
<ul style="list-style-type: none"> Members work independently and they often are not working towards the same goal. 	<ul style="list-style-type: none"> Members work interdependently and work towards both personal and team goals, and they understand these goals are accomplished best by mutual support.
<ul style="list-style-type: none"> Members focus mostly on themselves because they are not involved in the planning of their group's objectives and goals. 	<ul style="list-style-type: none"> Members feel a sense of ownership towards their role in the group because they committed themselves to goals they helped create.
<ul style="list-style-type: none"> Members are given their tasks or told what their duty/job is, and suggestions are rarely welcomed. 	<ul style="list-style-type: none"> Members collaborate and use their talent and experience to contribute to the success of the team's objectives.
<ul style="list-style-type: none"> Members may not fully understand what is taking place in their group. 	<ul style="list-style-type: none"> Members base their success on trust and encourage all members to express their opinions, varying views, and questions.
<ul style="list-style-type: none"> Members may or may not participate in group decision-making, and conformity is valued more than positive results. 	<ul style="list-style-type: none"> Members participate equally in decision-making, but each member understands that the leader might need to make the final decision if the team cannot reach consensus.

-Types of teams:

- Problem solving teams (typically made of 5-12 employees from the same department, typically meet for a few hours each week to discuss ways of improving quality, efficiency and the work environment..these teams rarely are given power)
- self managed teams (typically 10-15 employees... the employees perform highly related or interdependent jobs and take on many of the responsibilities of their former managers)
- cross functional teams (made up of employees from the same hierarchial levels but differ work areas who come together to accomplish a task)
- virtual teams (use of computer or technology to tie together physically dispersed members in order to achieve a common goal)

-Role Theory:

- Role conflict: Exists when an individual finds that complying with one role requirement may make it difficult to comply with another)
- Role ambiguity: exists when a person is unclear about the expectations of his or her role
- Role overload: exists when a person is overwhelmed by the number of things to do in a certain amount of time

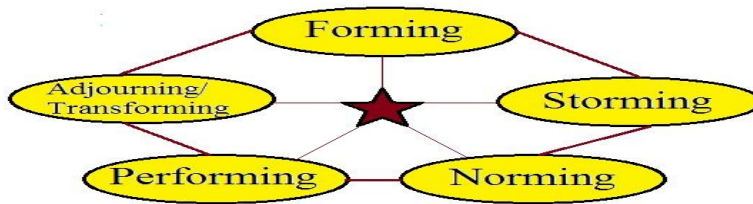
Norms:

- Are acceptable standards of behaviour within a group that are shared by the group's members
- Examples can be performance, appearance, social arrangement, allocation of resources
- Norms develop through:
 - Explicit statements made by a group member
 - Critical events in the group's history
 - Precedence
- Norms are enforced because:
 - Facilitates group survival

- Increased predictability of group members behaviour
- Reduces embarrassing interpersonal problems
- Allows members to express central values of the group

-5 steps of team development:

- Performing
- Adjourning/transforming
- Norming
- Storming
- Forming



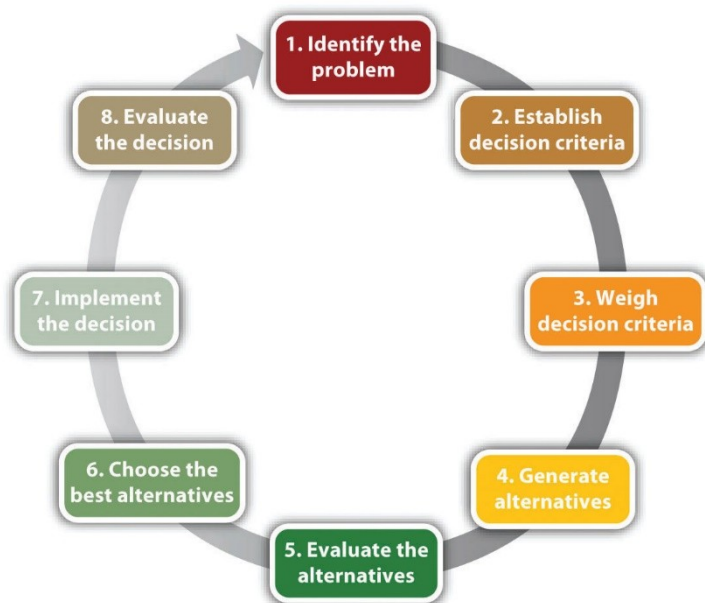
-Decision Making:

- a decision is the choice made from two or more alternatives

Rational Decision-making:

-Rational: refers to choices that are consistent and value-maximizing within specified constraints

-Rational model of decision making: a six step decision-making model that describes how individuals should behave in order to maximize some outcome



-How do individuals actually make decisions ? :

-Bounded rationality (Limitations on a persons ability to interpret, process and act on information)

-Intuition (A non-conscious process created out of a persons many experiences)

-Judgement: -Availability bias-tendency for people to base their judgements on information that is readily available to them rather than complete data

-Randomness error-The tendency to believe that they can predict the outcome of random events

-Risk aversion: The tendency to prefer a sure gain of a moderate amount over a riskier outcom, even if the riskier outcome might have a higher expected pay off

-Hind sight bias: the tendency to believe falsely, after an outcome of an event is actually known, that one could have accurately predicted that outcome

Group Decision-making:

-Strengths and Weakness:

-More complete information

-Diverse views

-Decision quality

-Groupthink: A phenomenon in which group pressures for conformity prevent the group from critically appraising unusual, minority, or unpopular views

-Groupshift: a phenomenon in which the initial positions of individual group members become exaggerated because of the interactions of the group (exaggerate less important view, avoid more important view)

Judgement Shortcuts:

Overconfidence bias

- Error in judgement that arises from being far too optimistic about performance

Anchoring bias

- A tendency to fixate on initial information, from which one then fails to adequately adjust for subsequent information

Confirmation bias

- The tendency to seek out information that reaffirms past choices and to discount information that contradicts past judgements

-Availability bias

- The tendency for people to base their judgements on information that is readily available to them rather than complete data

--Randomness error

- The tendency of individuals to believe that they can predict the outcome of random events

-Risk aversion

- The tendency to prefer a sure gain of a moderate amount over a riskier outcome, even if the riskier outcome might have a higher expected payoff

-Hindsight bias

- The tendency to believe falsely, after an outcome of an event is actually known, that one could have accurately predicted that outcome

-Ethics:

- Four ethical decision criteria
- Factors that influence ethical decision-making
- corporate social responsibility

-Four ethical decision criteria:

Utilitarianism

- A decision focused on outcomes or consequences that emphasizes the greatest good for the greatest number.

Rights

- This criterion protects whistle blowers, individuals who report unethical practices by their employer

Justice

- Imposes rules fairly and impartially to ensure equitable distribution of benefits and costs

Care

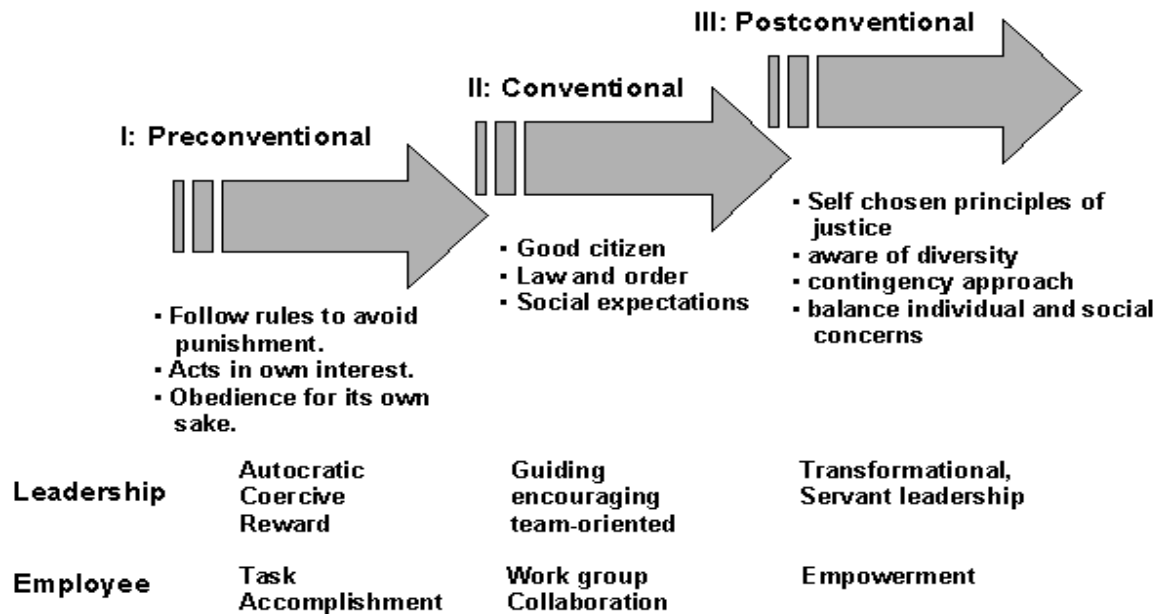
- The morally correct action is the one that expresses care in protecting the special relationships that individuals have with each other.

Factors influencing ethical decision-making

- Locus of control
- Organizational environment
- Stages of moral development

Stages of moral development:

Kohlberg's Stages of Moral Development



Corporate social responsibility:

- An organization's responsibility to consider the impact of its decisions on society