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B.Comm (Concordia)

BTM 200

COMM 205, 222, 223 & 226

MARK 201

Biography

Chris has an innate ability to organize and present difficult concepts in marketing and business technology. His extensive use of visuals allows him to easily bring together related information and illustrate the complex relationships between different concepts, making the material much clearer for students.

Because of his extensive experience with case competitions and as a teaching assistant, Chris is a natural in front of large groups and is excellent at responding clearly and concisely to the trickiest questions that students might have.

COMM 222

Organizational Behaviour & Theory

Grade Breakdown

- Final Exam.....40%
- Midterm25%
- Other*40%

* Course Engagement & Team Project

Teaching Experience

- Crash Course Instructor – 4 Years
 - BTM 200 – 9.9/10
 - COMM 205 – 9.8/10
 - COMM 223/MARK 201 – 9.8/10
 - COMM 226 – 9.7/10
- Teaching Assistant (COMM 226) - 1+ years

Testimonials

“Very good tutor. Simplifies the material in a way you can understand.”

“Chris has made COMM 226 so much less painful! A+ for effort... and clarity... and patience! Thank you!”

“Chris’ positive attitude turned a painfully boring course into a fun experience. Great tutor!”

Final Exam

- Date: December 12th (TBC)
- Material Covered: Cumulative
- Weight on final grade: 40%

Notes:

The Grade Breakdown and Final Exam info provided on this page is meant to serve as an overview of the course; please see your university class outline to confirm your section’s specific requirements.



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Exam Format

Multiple Choice 45q's

Short Answers 2 questions

Case (2 pages long + 4 questions)

Chapter 1 ORGANIZATIONAL BEHAVIOUR AND MANAGEMENT

Basic Terminology

Organizations: Social inventions for accomplishing common goals through group effort

Organizational Behaviour: The attitudes and behaviours of individuals and groups in organizations

- The intersection of psychology and business
- Provides clues into the successes and failures of organizations and individuals
- To understand the impact that organizations have on humans
- Human capital is directly related to an organization's performance, ability to meet goals

Management:

- Programs, practices, and systems to influence employees in organizations

Human Resource Management:

- An organization's efforts for attracting, developing, motivating and retaining people to meet the business' needs

Personnel Management:

- Using physical and human resources in an organization

2 Other terms

- **Evidence-Based Management:** Using scientifically backed principles and theories in management practices within organizations.
- **Positive Organizational Behaviour (POB):** The study and application of positively oriented human resource strengths and psychological capacities to affect performance changes
- **PsyCap:** An individual's positive psychological state characterized by self-efficacy, optimism, hope, and resilience.
- **Work Engagement:** State of mind of employees that have vigour, dedication, and are absorbed by their organization's goals.

Progression of Management Theories

Industrial Revolution

	Classical Viewpoint	Hawthorne Studies	Contingency Approach
Definition	High specialization, intensive coordination, and centralized decision-making (at the top)	Management styles that are more participative and oriented towards employee	Recognizes that there is <u>no one best way to management – the best style</u> depends on the situation
Where it came from	Stems from military operations, resource excavation and factories	Started seeing an impact of fatigue, breaks, and lighting on productivity	Looked at both views and noted the need for more flexibility
Basic concepts	<ul style="list-style-type: none"> • Scientific Management: System for using research to determine the optimal degree of specialization and standardization required for effective organizations (by Frederick Taylor) • Bureaucracy: Ideal prototype of organizations that have a strict chain of command, detailed rules, high specialization, centralized power, and technical competence driving all human capital decisions (by Max Weber). 	<ul style="list-style-type: none"> • Hawthorne Studies: Research conducted in the 1920s and 1930s to show how psychology and sociology affect productivity and work behaviours (at Hawthorn plant of Western Electric) • Human relations movement: Strict specialization is alienating, strong centralization doesn't take advantage of creativity and causes resistance to change, strong specializations causes loss of overall goals 	There is no cookbook – any rules or laws are just quick fixes or fads. Bottom-line is it always depends on the situation.

Dispositional / Situational

Started looking at psychology / sociology to understand needs

Modern Themes and Concerns in Management

Diversity

Employee Health & Wellbeing

Workplace Spirituality

Corporate Social Responsibility

Started looking at psychology / sociology to understand needs

PRACTICE PROBLEMS

- A large Canadian company has recently merged with a Chinese firm. Which of the following issues in the merger are least likely to be related to organizational behaviour?
 - The impact of the two different corporate cultures on the newly formed company
 - The motivation of employees in the new organization ✓
 - The definition of the new organization's goals and how human capital can be best structured to meet these goals
 - The legal restrictions pertaining to share ownership in the newly merged company
 - Understanding how to improve performance within newly formed teams
- Scientific management is
 - Centralizing power at the top of the organization's hierarchy
 - Using research to develop the optimum degree of specialization and standardization ✓
 - Looking at the situation as a determinant of appropriate management style
 - The use of participative management styles and a focus on employee needs
 - All of the above
- Jackson is the CEO of Minzy Paper Supplies. He is concerned with the impact that his paper mill is having on the local environment and the local population surrounding the plant. This concern is closely relate to:
 - Workplace diversity
 - Human Relations movement
 - Employee wellbeing
 - Management
 - Corporate social responsibility ✓
- Which of the following is true?
 - Organizational behaviour is concerned with the impact of culture on organizations ✓
 - If we can accurately predict organizational behaviour, we can better explain the reason for people's actions at work. ✓
 - The attitudes and motivations of employees are addressed in the field of organizational behaviour
 - A & C
 - B & C

Chapter 2 PERSONALITY & LEARNING

Personality

→ **** How can we predict how an individual will react in the workplace? ****

Personality: Internal, psychological characteristics that influence the way a person interacts with the external environment

Dispositional Approach

- Individuals have internal traits that influence their attitudes and behaviours

Situational Approach

- Individuals are influenced by the organizational setting (the situation around them)

Interactionist Approach

- Both their dispositions and the situation influence attitudes and behaviours

- **Trait Activation Theory:** Certain traits (dispositions) can be activated by the situation

External Environment

Five-Factor Model

Openness to Experience	Conscientiousness	Extraversion	Agreeableness	Neuroticism / Emotional Stability
Extent to which they are receptive to new ideas, curious	Extent to which they are achievement-oriented, disciplined	Extent to which they are outgoing, sociable	Extent to which they are approachable and friendly	Extent to which they have appropriate emotional control

Additional Personality Concepts

- **Focus of Control:** A person's belief about whether their behaviour is controlled by internal or external forces

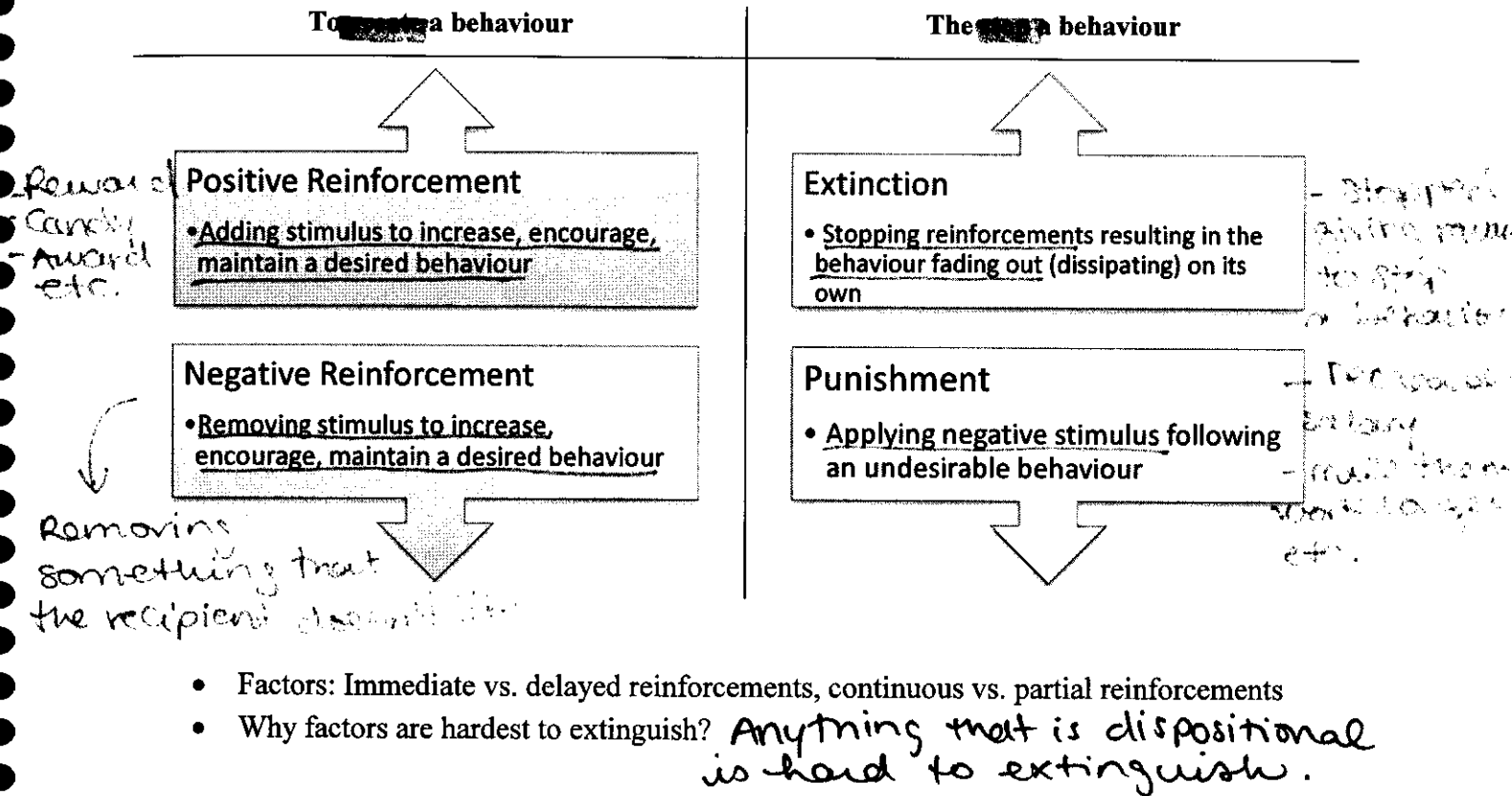


- **Affectivity:** How we view the ourselves, others, and the world (positive or negative); helps to predict an individual's emotional tendencies
- **Self-monitoring:** A person's regulation of their behaviours in a social setting
- **Self-esteem:** The degree to which a person has a positive self-evaluation

Learning

→ **** A change in behaviour due to practice or experience ****

Operant Learning Theory: Learning by which the subject learns to do something in order to achieve a consequence



Social cognitive theory: Emphasizing the role of the cognitive process in learning (theory that people learn from observing others – they process this in their brains, cognitively).

- **Self-Efficacy:** One's belief in their ability to achieve something
- **Self-Regulation:** People learn to regulate their own behaviour over time

PRACTICE PROBLEMS

1. The extent to which an individual's personality is dependable and cares about achievements as opposed to being spontaneous is referred to as:
 - a. Extraversion
 - b. Openness
 - c. Agreeableness
 - d. Conscientiousness
 - e. Disciplined

2. Which of the following increases the chance of a behaviour being performed by removing a stimulus that the individual fears?
 - a. Positive Reinforcement
 - b. Punishment
 - c. Negative Reinforcement
 - d. Extinction
 - e. Continuous Reinforcement

3. Which of the following is an emotional disposition that predicts people's general emotional tendencies?
 - a. Negative Affectivity
 - b. Self-monitoring
 - c. Self-efficacy
 - d. Extraversion
 - e. Self-esteem

4. Greg Sherman is a manager at Randolph's Fine Auto Parts. He attributes his quick promotions in the company to a fast growing industry, high turnover in the company, and just a hint of luck. In terms of locus of control, Greg is most likely a(n):
 - a. Introvert
 - b. Extravert
 - c. External
 - d. Internal
 - e. Low

5. Which of the following statements concerning extinction is false?
- a. Extinction works best when coupled with the reinforcement of a desired substitute behaviour.
 - ⊖ b. Using the application of a negative stimulus after an unwanted behaviour, extinction can reduce the probability of that behaviour occurring again.
 - c. Behaviours learned under delayed or partial reinforcement schedules are more difficult to extinguish than those learned under continuous, immediate reinforcement.
 - d. Behaviours which are eliminated through extinction may reappear if they become positively reinforced again
 - e. Extinction can be successful in reducing an unwanted behaviour by removing the reinforcer of that behaviour.

6. The concept of self-regulation inherently implies that:
- a. Positive reinforcement is stronger than negative reinforcement
 - b. External parties must be present to shape learning
 - c. A person has the ability to regulate their own behaviours in social settings
 - d. Learning can occur without reinforcement
 - 21. ⊖ e. A person can reinforce their own behaviour

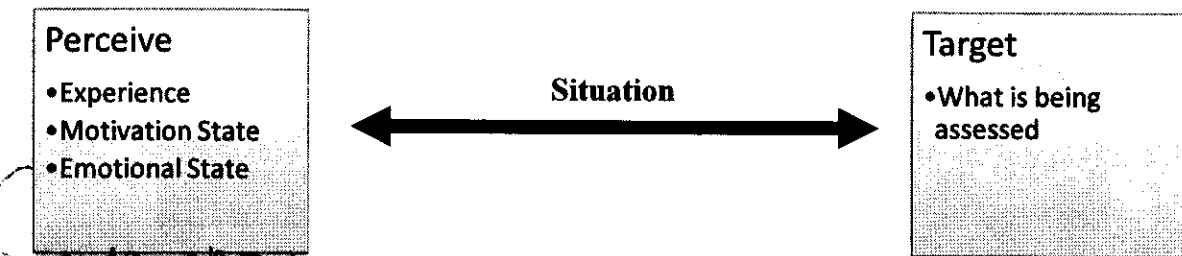
Chapter 3 PERCEPTION, ATTRIBUTION, AND DIVERSITY

Perception

Chapter 9-11

→ **** How do our employees and people around us make judgements, decisions ****

Perception: The process of interpreting the messages of our senses to provide meaning to what is going on around us, to our environment.



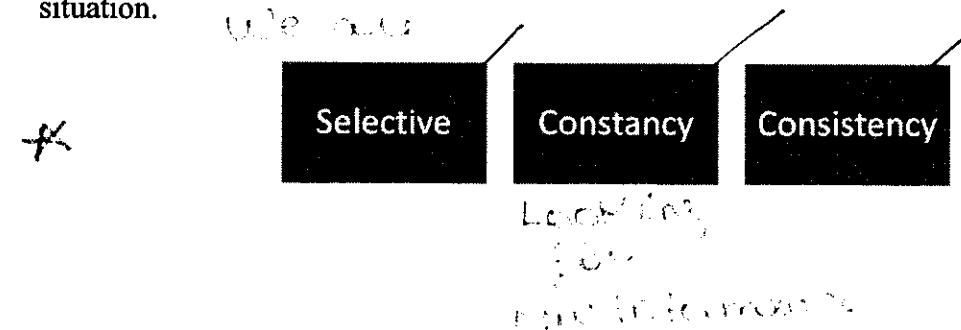
Depends on how we are feeling in that moment.
Social Identity Theory: People form perceptions of themselves based on their social identities in society. *The groups we belong to matter. Ch. 14*

- Does the perceiver assign identities to themselves or the target? *both, mostly target.*

Perceptual Defense: Tendency for our perceptual system to defend us against unpleasant emotions – *seeing what we want to see, hearing what we want to hear. Ch. 11*

Bruner's Model

When faced with a new situation or person, the perceive looks for cues to make sense of situation. *We are*



1st & Last Biases in Perception

Stereotyping

- Tendency to generalize about people in certain social categories

Primacy vs Recency

- Perceiving cues based on our first or latest interactions/impressions

Central Traits

- We place more weight based on traits that are of particular interest to us

Implicit Personality Theories

- Personal theories and preconceived notions about what personality characteristics go together (*Example: All popular people have big egos*)

Projection

- Tendency for perceivers to attribute their own thoughts and feelings to others

Implicit Personality Theory projection

Applications of Perception in the Workforce

Organization support theory: Employees that have perceptions of being supported by their organization are more likely to care more about the organization's wellbeing

- Perceived supervisor support (PSS), perceived organizational support (POS)

<p>Signalling Theory</p> <ul style="list-style-type: none"> • Job applicants interpret their recruitment experience to form judgements about what it's like to work for that company 	<p>Contrast Effect</p> <ul style="list-style-type: none"> • Job interviewer's perceptions of a current applicant are impacted by previous interviewees causing exaggerated differences
<p>Halo Effect</p> <ul style="list-style-type: none"> • Rating an individual on one trait or characteristic resulting in biased ratings of their other traits 	<p>Similar-to-me Effect</p> <ul style="list-style-type: none"> • Raters giving more favourable evaluations to people of similar backgrounds or with similar attitudes

...Potential Solutions

- **Behaviourally Anchored Rating Scale:** A rating scale with specific examples of good, average, and poor performance (benchmarks)
- **Frame-of-reference (FOR) Training:** Improving rating accuracy by providing the rater with common examples of behaviours and getting them to practice scenarios

Attribution

→ **** Why is a person behaving a certain way? ****

Attribution: Assigning a cause motive to a certain behaviour that we observe

Dispositional	Situational
Needs, Personality	Work environment, Rewards, Other people

We look for cues...

NOTE: Understand the contexts... are we asking about their normal behaviour, or trying to understand a deviant behaviour that they are performing.

Consistency	Consensus	Distinctiveness
<p>Cues that reflect how consistently a person engages in behaviour over time</p> <p>DISPOSITIONAL OR SITUATIONAL</p>	<p>Cues that reflect how a person's behaviour compares with that of others or how they react around different people</p> <p>DISPOSITIONAL OR SITUATIONAL</p>	<p>Cues that reflect a person's behaviour across different settings/situations</p> <p>DISPOSITIONAL OR SITUATIONAL</p>
<p><i>Consistency</i></p> <p>→ over time</p>	<p><i>Consensus</i></p> <p>→ compared to others</p>	<p><i>Distinctiveness</i></p> <p>→ across different settings</p>

Examples

- Absent a lot, but colleagues never are. Was always absent work at former job.
- Frequently absent but so are their colleagues. Was never absent at previous job.
- Rarely absent, colleagues are rarely absent, rarely absent at former job.

Name	Consistency	Consensus	Distinctiveness	Likely Attribution
John	High	Low	Low	Dispositional
Mary	High	High	High	Situational
Karen	High	High	Low	either one

Biases in Attribution

- **Self-Serving Bias:** Tendency for actors to take credit for successful outcomes, but not take responsibility for failures
 - *Example:* If I do something right as the actor, I think it's because of something I did. If I do something wrong, it's not my fault
- **Actor-Observer Effect:** Tendency for actors and observers to view the causes of the actor's behaviours differently
 - *Example:* Something goes wrong and I blame my shortcoming on the situation
- **Fundamental Attribution Error:** Tendency to overemphasize dispositional explanations for behaviour instead of situations

Diversity

→ **** Our world is increasingly global, multicultural****

Benefits include...	Types of Diversity
Different Backgrounds / Different Perspectives / Creativity	Culture / Race / Age / Gender / Sexual Orientation

Stereotype threat: Members of a social group may feel judged or treated according to a common stereotype or their performance may be impacted by it.

Valuing Diversity

- Need to put in place policies
- Respecting differences, not just tolerating them
- Actions that promote inclusion (observing holidays, understanding cultures), not just saying we care about it

Examples

Recruitment	Employee Training
Retention	Employee Training
Employee Development	Employee Training, Employee Development
External Partnerships	
Communication	
Training	
Staffing & Infrastructure	

PRACTICE PROBLEMS

1. Which of the following is not part of Bruner's model of perception:

- a. Consensus
- b. Consistency
- c. Constancy
- d. Selectiveness
- e. All of the above are a part of Bruner's model

2. The self-serving attribution bias suggests that:

- a. We will provide dispositional reasons for our failures
- b. We will provide situational reasons for our successes
- c. We may attribute own thoughts and feelings to others
- d. We may provide phony compliments when things go well for others
- e. We may provide excuses for our own behaviour

3. Members of a social group feel judged or may act in a certain way because they are generalized into a certain group. This is referred to as:

- a. Stereotyping
- b. Stereotype threat
- c. Recruitment
- d. Projection
- e. Halo effect

4. Jenny met a salesperson for the first time. Her first impression was that he was pushy, as were most salespeople that Jenny had worked with in the past. According to Bruner's model of the perceptual process, Jenny is most likely to:

- a. Form stereotypes
- b. Seek out cues to confirm her first impression
- c. Have implicit personality theories
- d. Rely on her last impression of salespeople to make judgements
- e. Project her emotional state on the salesperson

5. Jessie was interviewing new analyst candidates and felt that there were major differences between two very qualified candidates. One was a graduate from her university while another was a foreign worker from Syria. Which of the following perceptual issues is unlikely to be at play in this situation?
- Similar-to-me effect
 - Contrast Effect
 - Signalling Theory
 - Stereotyping
 - Implicit personality theories
6. Which of the following is a dispositional reason to leave a job?
- You like change therefore don't stay at a job for more than 2 years
 - You find a better paying job elsewhere
 - You were subject to frequent stereotyping at your previous job
 - You moved to another city because your spouse has a new job
 - You were not being paid far below established industry standards

Pre-Midterm Checkpoint #1 PRACTICE PROBLEMS

- An employee who is a low self-monitor is most likely to:
 - Be planned and polished in their interactions
 - Observe situations when determining how to behave
 - Ignore the context of a situation before stating their opinion
 - Be outgoing and sociable amongst colleagues
 - None of the above
- An organization's processes for attracting, developing, motivating, and retaining employees to meet the organization's needs is referred to as:
 - Human resources
 - Talent management
 - Management
 - Organizational behaviour
 - Work Engagement
- Jackson was thrilled about the new employee compensation plan. He also assumed that his colleagues were equally excited because he believes that everyone has been deserving a raise for quite some time. Which bias in perception is at work here?
 - Self-efficacy
 - Similar-to-me effect
 - Recency effect
 - Projection
 - Implicit personality traits

4. Since Jamie started working at FlyMile Airlines, she would always receive a small cash bonus from her boss whenever she exceed her sales targets. After a year of service, she starts feeling less motivated to go the extra mile. Her boss has since been promoted meaning she now reports directly to a different supervisor who doesn't provide cash bonuses for surpassing sales quotas. This is an example of:
- Negative Reinforcement
 - Positive Reinforcement
 - Extinction
 - Punishment
 - Delayed Reinforcement
5. Jeremy believes that Lisa acted in a similar way to her colleagues but believes that Rita was simply in the wrong place at the wrong time. Jeremy is using a _____ cue to judge Lisa's behaviour and a _____ cue to judge Rita's behaviour.
- concensus, consistency
 - concensus, distinctiveness ✓
 - consistency, concensus
 - consistency, distinctiveness
 - distinctiveness, consistency

Chapter 4 VALUES, ATTITUDES, WORK BEHAVIOUR

Values

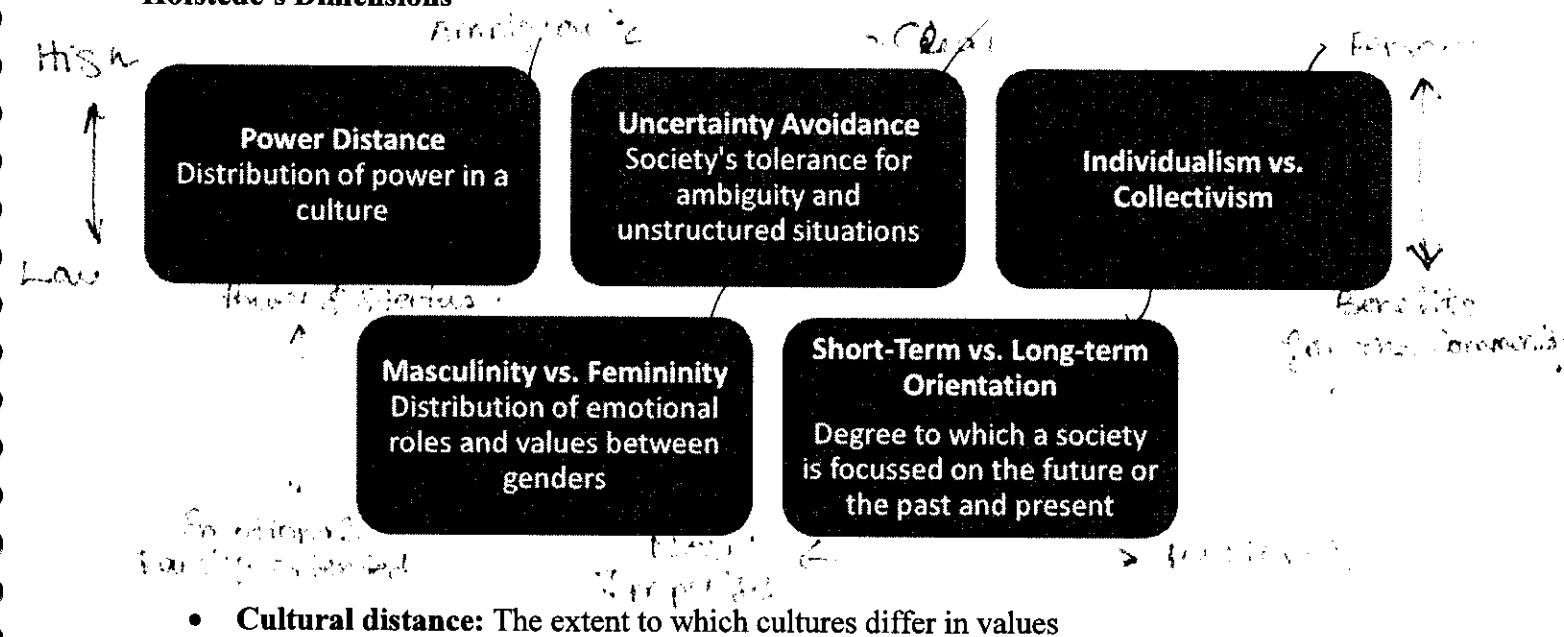
→ **** Why is a person behaving a certain way? ****

~~Values are a person's tendency to prefer certain states of affairs over others.~~

2 Generational Differences

Generation	Years	Characteristics
Traditionalists	1922-1945	Hard working, stable, loyal, fair, clear, direct, detail-oriented
Baby Boomers	1946-1964	Team perspective (democratic), knowledgeable, warm, caring, mission-defined
Generation X	1965-1980	Independent, adaptable, creative, competent, less formal, more flexible
Millennials	1981-2000	Optimistic, tech-savvy, drive to learn and grow, team-oriented, socially responsible, collaborative, well educated

Hofstede's Dimensions



Workplace example

Power Distance	High Formal Clearly defined hierarchy	Low Group meetings
Uncertainty Avoidance	High Low Risk High Retention More Research	Low Risky Behaviour
Individualism vs. Collectivism	Individualistic Hierarchy, Promotions me, myself & I, Competitive	Collectivist Team rewards, Family settings
Masculinity vs. Femininity	Masculine Hierarchy, status	Feminine more equality, Flexibility
Long-Term vs. Short-Term Orientation	Long-Term Investments Long-term goals	Short-term Current objectives, Transactions

Additional definitions

- **Work centrality:** The idea that different cultures place a different importance of work in their life in terms of how much of their time is spent working (*Example:* USA vs. Japan)
- **Cultural Intelligence:** The capability to function and manage well in culturally-diverse environments

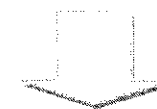
Attitudes

→ **** What mental evaluations are influencing a person's behaviour? ****

Attitudes: A fairly stable tendency to respond consistently to certain objects, situations, person, or category of people.



- ~~Much harder to change values~~ so it's better to change beliefs.
- People change beliefs due to new information



Job Satisfaction

→ **** Why is a person behaving a certain way? ****

Job satisfaction: ~~is a collection of attitudes that a worker has about their job~~

- There are facets to satisfaction
- Overall satisfaction is the average of all facets
- Standard measures of job satisfaction exist (Job Descriptive Index (JDI), Minnesota Satisfaction Questionnaire (MSQ))

Determinants of Job Satisfaction

Discrepancy

- What an individual expects from their job vs. what they get in reality
- Based on **Discrepancy Theory**

Fairness

- **Distributive:** What resources are distributed
- **Procedural:** How resources are being distributed
- **Interactional:** The way decisions about resource distribution are communicated
- Based on **Equity Theory** → *how news delivered*

Disposition → *personality*

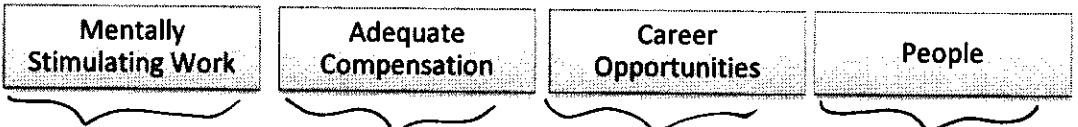
- Your background (predispositions) have an impact on your feelings of discrepancy and fairness

Mood & Emotion

- **Mood:** ~~less~~ less intense, more diffuse feelings
- **Emotion:** Intense, ~~more~~ pronounced feelings
- **Emotional Contagion:** Tendency for moods and emotions to spread
- **Emotional Regulation:** Requirements for people to conform to certain display rules at work
- **Example:** Airline workers vs. Marketing Coordinator

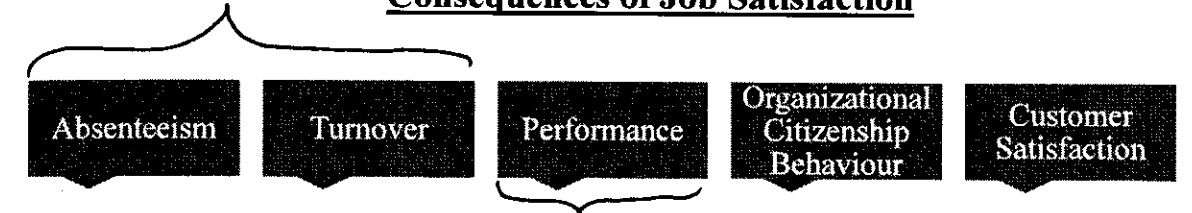
not enough

Other Contributors



Level of job satisfaction

Consequences of Job Satisfaction



- **Organizational citizenship behaviour:** ~~Voluntary actions that contributes to the organization's success~~ *See examples on page 100*
- Is job satisfaction determined solely linked to these consequences? *no*

Commitment

→ **** Why is a person behaving a certain way? ****

Organizational Commitment: An attitude (positive or negative) of an employee towards their organization

Identification

- Commitment based on identification with an organization
- **Example:** You stay in a job because you want to (internal reasons)

I believe in the organization

Continuance

- Commitment based on cost of leaving the job
- **Example:** You stay in a job because you have to (external reasons)

I can't afford to leave

Normative

- Commitment based on a feeling of obligation to stay
- **Example:** You stay in a job because you feel you should stay (moral)

I feel bad for abandoning my colleagues

PRACTICE PROBLEMS

1. Which of the following is true about attitudes
 - a. Attitude + Value = Belief
 - b. Belief + Attitude = Value
 - c. Value + Belief = Attitude
 - d. Value + Attitude = Behaviour
 - e. Attitude + Value = Belief

2. Which of the following is true about the link between job performance and job satisfaction?
 - a. Job performance contributes to higher job satisfaction ✓
 - b. Job satisfaction contributes to high performance
 - c. Low job satisfaction contributes to low job performance
 - d. Performance can have an impact on job satisfaction and vice versa
 - e. Job satisfaction and job performance are not related

3. What job satisfaction facet is most likely to stimulate high performance?
 - a. People
 - b. Pay
 - c. Content of the work
 - d. Supervision
 - e. Promotions

4. Mark finds his job to be mental stimulating but finds that his supervisor isn't very nice to him. This is an example of
 - a. Facet satisfaction ✓
 - b. Procedural fairness
 - c. Distributive fairness ✓
 - d. Discrepancy theory
 - e. Equity theory

5. Which of the following factors is most likely to have a positive impact on continuance commitment?
- Organizational ideologies
 - Moving to a new department
 - A pay scale that increases significantly every year
 - Friendly supervisors
 - Interesting work
6. Which of the following workplace scenarios is an example of emotional regulation by the organization's employees?
- They must repress anger despite being yelled at by employees ✓
 - They must assist customers that tell them off
 - They must always be smiling regardless of their mood ✓
 - They must remain calm even in dangerous, emergency situations
 - All of the above

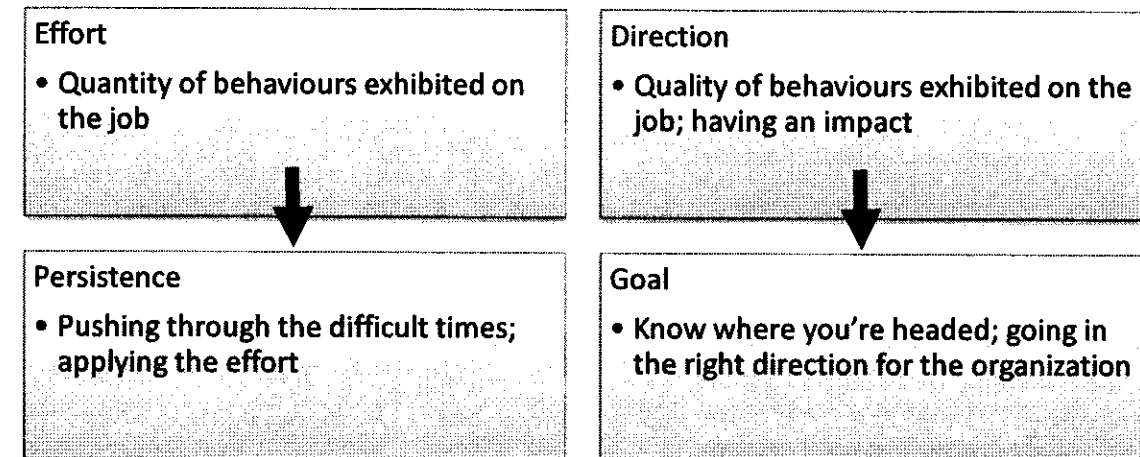
Chapter 5

THEORIES OF WORK MOTIVATION

Motivation

→ **** What theories exist to explain how a person is motivated at work? **** ✨

Motivation: The extent to which an individual will put continuous effort towards a goal.



Intrinsic and extrinsic motivation

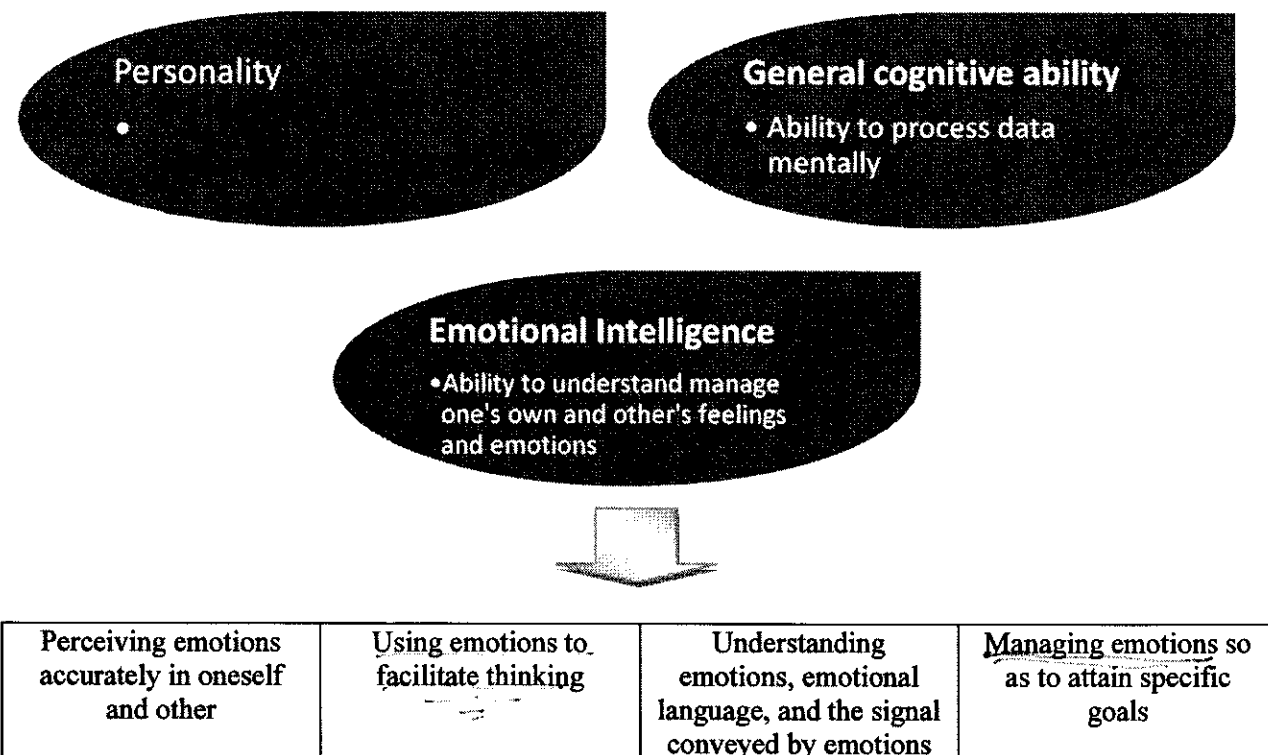
Type	Intrinsic Motivation	Extrinsic Motivation
Definition	Motivation that stems from direct relationship between the worker and the task	Motivation that comes from external sources in the work environment
Self-determination	Autonomous Motivation	Controlled Motivation
Example		Pay raise
Preference		

- **Self-determination theory:** Motivation theory that considers whether people's motivation are autonomous or controlled. We pick the source of motivation that works best for us to get a particular task achieved



Performance

Performance: The extent to which an organizational member contributes to the company's goals



Needs Theories of Motivation

Needs Theories: A set of motivation theories that are based on humans trying to meet certain personal needs and how their motivation to meet them contributes to performance.

Needs → Behaviours → Goals

Maslow's Hierarchy of Needs	McClelland's ERG Theory
5-tier hierarchical need theory where you build your way from the lowest to the highest level	3-tier hierarchical need theory where you can move up and down the hierarchy
	<p>Growth Needs</p> <ul style="list-style-type: none"> • Met through strong personal involvement, fully using one's skills and abilities <p>Relatedness Needs</p> <ul style="list-style-type: none"> • Need to exchange, feel close to others; for open, accurate, honest interaction <p>Existence Needs</p> <ul style="list-style-type: none"> • Satisfied by material substances, basic existence and survival

McClelland's Needs Theory of Motivation

- A non-hierarchical needs theory that outlines the conditions under which one or more of three needs are met. If these needs are met, we will feel fulfilled.

Need for Achievement	Need for Affiliation	Need for Power
<ul style="list-style-type: none"> • A strong desire to perform challenging tasks well • n Ach • Example: Promotions, Quotas, 	<ul style="list-style-type: none"> • A strong desire to establish and maintain friendly relationships • n Aff • Example: Coworkers 	<ul style="list-style-type: none"> • A strong desire to influence others, make an impact • n Pow • Example: Title, Status, Influencing others

Process Theories of Motivation

Process Theories: A set of motivation theories that specify the details of how motivation occurs

Expectancy Theory

- **First-level outcome:** Benefits the organization
- **Second-level outcome:** Benefits the individual

- **Instrumentality:** The probability that a particular first-level outcome will be followed by a particular second-level outcome
- **Valence:** The expected value of work outcomes, the extent to which they are attractive or unattractive
- **Expectancy:** Probability that a particular first-level outcome can be achieved
- **Force:** The effort directed toward a first-level outcome

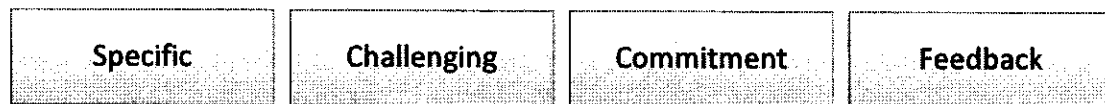
- If the value of the second-level outcome is high enough, it will act as a motivator for you to achieve the first-level outcome.
- If the second-level outcome is not guaranteed, it's not as instrumental, you may not get what you want, it's motivation potential is thus diminished
 - **Example:** You may get promoted or you will get promoted
- Consider how attainable first-level outcomes are

Equity Theory

- A theory that states that motivation comes from comparing the inputs over the outcomes achieved relative to the inputs vs. outcomes of another person
 - **Example:** Salary
 - In what type of culture does equity theory matter more?

Goal Setting Theory

- A theory that states goals = motivation when well-formed



Goal Orientation: An individual's goal preferences in achievement situations

- Learning Goal Orientation → Most relevant in work and academic settings
- Performance-Prove Goal Orientation →
- Performance-Avoid Goal Orientation →

PRACTICE PROBLEMS

1. Which of the following is not a process theory of motivation
 - a. Goal setting theory
 - b. Alderfer's ERG Theory
 - c. Expectancy Theory
 - d. Equity Theory
 - e. All of the above are process theories

2. Maslow's physiological needs are closely related to Alderfer's _____ needs
 - a. Existence
 - b. Relatedness
 - c. Safety
 - d. Growth
 - e. Esteem

3. According to McClelland's need theory, management jobs are attractive to those who have a high need for _____, while sales jobs would best be suited for individuals with a high need for _____.
 - a. power, affiliation
 - b. achievement, affiliation
 - c. power, achievement
 - d. achievement, power
 - e. achievement, achievement

4. Gerri is a manager at BigFood Instant Noodles. She tells one of her employees that she will recommend him for a raise if he can sell 40 palletes of their new product by December. Which expectancy theory component is she trying to strengthen?
 - a. Valence of second-level outcomes
 - b. Expectancy
 - c. Relatedness
 - d. Needs
 - e. Instrumentality

White Collar Jobs

- **Merit Pay Plans:** Various systems that link pay to performance on white-collar jobs
(*Example:* commissions, bonuses)
- **Lump Sum Bonus:** Merit pay that is awarded in a single payment rather than being built into the base pay.

Problems with Merit Pay Plans

Low Discrimination in Evaluating Performance

Small Increases

Pay Secrecy

- Managers tend to underestimate how much their bosses make, but overestimate how much their peers and subordinated make

Team-Based Jobs

Profit Sharing

- Return some of the company's profits to employees as a bonus

Employee Stock Ownership Plans (ESOPs)

- Allows employees to own a set of company shares

Gainsharing

- Providing compensation for improved productivity or performance over time (when the workforce has control of such gains)

Skill-Based Pay

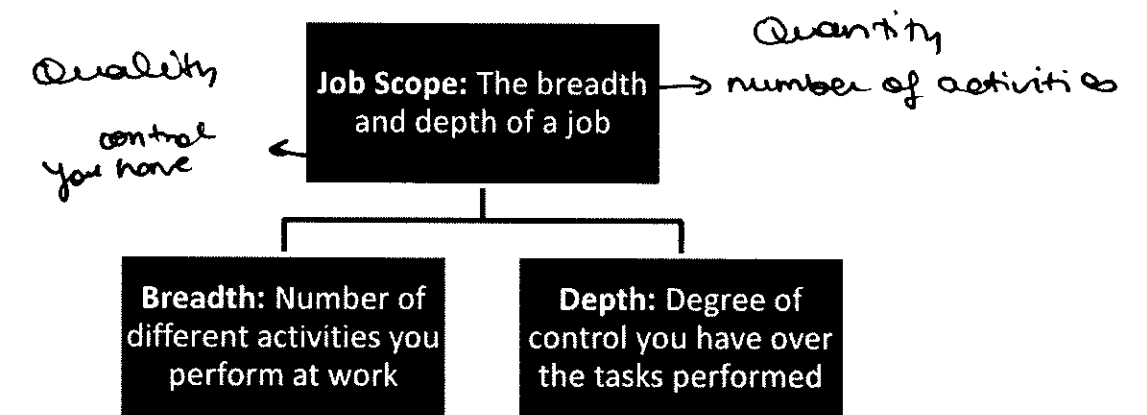
- Paid according to the number of skills you have

Job Design as a Motivator

→ **** How can we better create jobs that foster intrinsic motivation? ****

➤ **Job Design:** The structure, content, and configuration of a person's tasks and role within the organization

- Used to be based on specialization – which viewpoint of management was this?

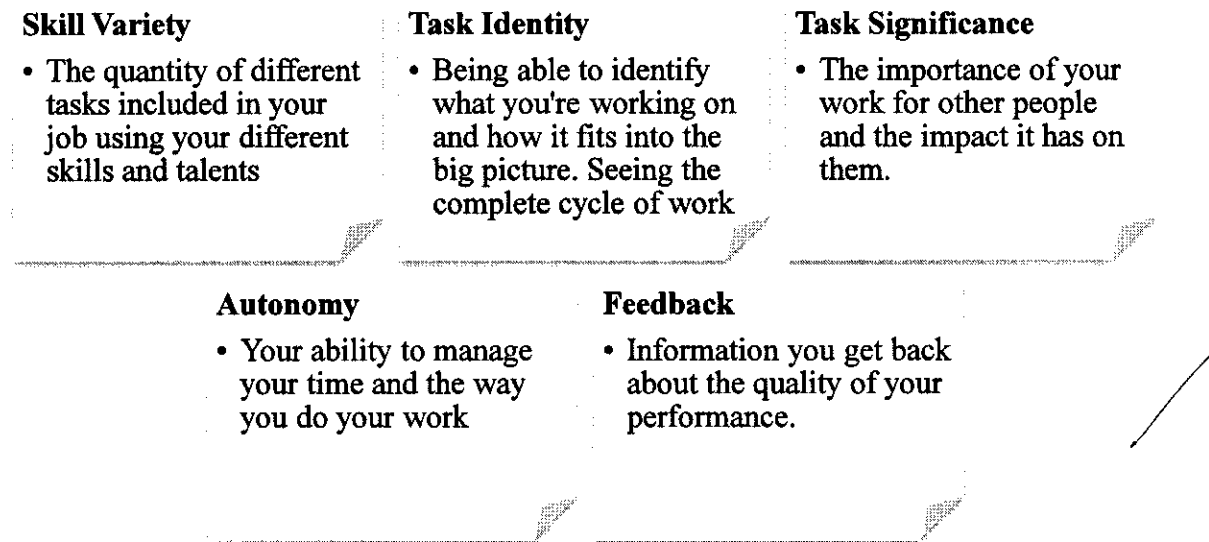


- High scope jobs should provide more intrinsic motivation
- People will fulfill higher order needs with high scope jobs
- **Job Rotation:** Rotating employees to different tasks and jobs in an organization

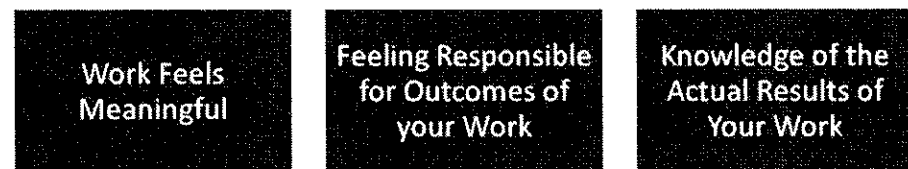
Job Scope: Breadth → # of activities
Depth → control given to employees



1 Job Characteristics Model



- Designed by Hackman and Oldham
- Shows which core job characteristics must be high in order for a job to be intrinsically motivating leading to higher satisfaction and performance
- When all of these elements are high, critical psychological states are achieved:



2 Job Enrichment

- Purposely designing jobs to make them more intrinsically motivating, provide a higher quality of working life, and provide better Job Involvement.
 - **Job Involvement:** Feeling like your work is important to your personal image
- Leads to higher satisfaction, less turnover

How to enrich jobs

Strategy	Example
Combining Tasks	
Create External Client Relationships	
Create Internal Client Relationships	
Reducing Supervision	
Forming Work Teams	Make teams that assemble airplanes together rather than using an assembly line approach
More Direct Feedback	

Problems that can occur



3 Work Design

Task Characteristics	Knowledge Characteristics	Social characteristics	Contextual Characteristics
<ul style="list-style-type: none"> • Same as 5 elements of job characteristics model 	<ul style="list-style-type: none"> • Job complexity • Information processing • Problem Solving • Skill variety • Specialization 	<ul style="list-style-type: none"> • Social Support • Interdependence • Interactions outside the organization • Feedback from others 	<ul style="list-style-type: none"> • Ergonomics • Physical Demands • Work Conditions • Equipment Use

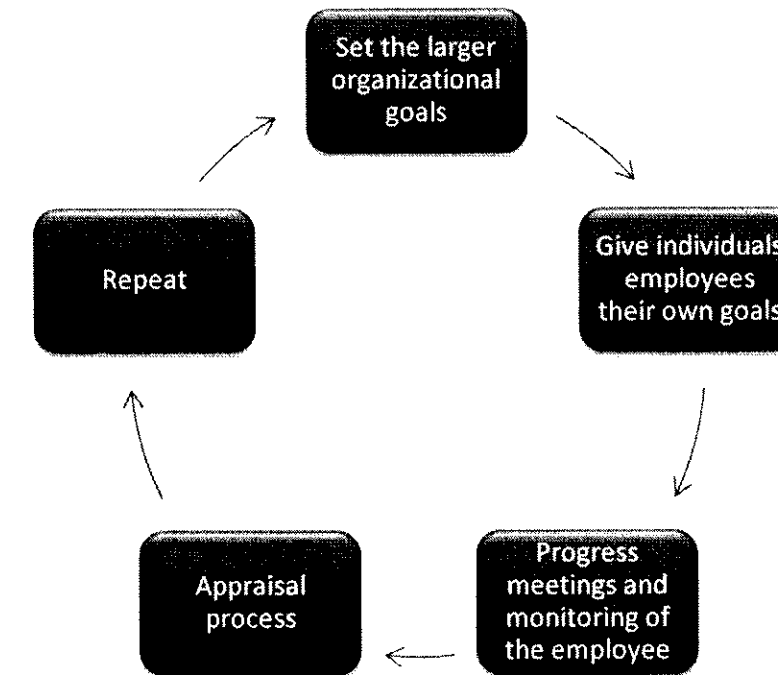
4 Relational Design ★

- **Relational Architecture of Jobs:** Structural properties of work that shape employees' opportunities to connect and interact with others
- **Prosocial Motivation:** The desire to expend effort to benefit other people

Management by Objectives (MBO)

→ **** How can goal setting be used by management to foster intrinsic motivation? ****

- Theory by Peter Drucker
- Shown to increase productivity, intrinsic motivation
- Involves a lot of paperwork and time, but people are fully involved in their work.



Flexible Work Arrangements

Flextime	Compressed Workweek	Job Sharing	Telecommuting
Arrival and departure times are flexible	Fewer than 5 work days with same hours	Two part time employees do a full-time job	Employees work, remotely but stay in touch using technology
Absenteeism and tardiness decrease, satisfaction and productivity increase	Reduces commuting, more personal time, no lasting productivity gains shown yet	Makes coordination difficult, no other data to support gains; can be used instead of layoffs	Lower turnover and office costs, higher productivity and work-life balance

PRACTICE PROBLEMS

1. Wage incentive plans are best used when applied to:
 - a. White-collar jobs
 - b. Production jobs ✓
 - c. Team-based jobs
 - d. Unionized jobs
 - e. In conjunction with a merit-based pay system

2. Which of the following is a disadvantage of merit-based pay systems
 - a. Restriction of productivity
 - b. Reduced cooperation
 - c. Pay secrecy ✓
 - d. Differential opportunities
 - e. Inability to control company's profits or productivity

3. Janice, Rita, and Denis work at Manual Tires. Janice is paid \$100 for producing 2 tires, Rita is paid \$250 for producing 5 tires, and Denis is paid \$500 for producing 10 tires. What type of pay plan is being used at Manual Tires?
 - a. hourly
 - b. merit-based ✓
 - c. gainsharing
 - d. piece rate ✓
 - e. lump sum

4. An organization wishes to pay its employees based on the extent to which it has surpassed its objectives by year end. Which of the following pay systems would be best suited for this?
 - a. Gainsharing ✓
 - b. Skill-based pay
 - c. Merit pay
 - d. ESOP
 - e. Piece rate

5. Lucy's job involves many different tasks; she can go several days before performing the same task repeatedly. However, she is constantly micromanaged by her boss and must follow a strict guideline for each task. It can be said that Lucy's job has high _____ but low _____.

- a. scope, depth ✓
- b. scope, breadth
- c. depth, breadth
- d. breadth, depth ✓
- e. breadth, scope

6. Management by objectives can increase productivity and satisfaction but can still fail because:

- a. communication can become more difficult ✓
- b. the objectives given to employees are often not linked to broader organizational goals ✓
- c. employees are resistant to change ✓
- d. objectives are often too specific for employees ✓
- e. a lot of time and paperwork are required ✓

Midterm Checkpoint #2 PRACTICE PROBLEMS

1. HardHat Construction has recently suffered some recent workplace accidents and wants to change their employees' beliefs related to safety?
 - a. Tell them about the injured workers to convince them about the importance of safety
 - b. Demonstrate to employees that safety equipment like hard hats and safety glasses are not uncomfortable or cumbersome while they're working
 - c. Tell them about children who had to grow up without parents due to unsafe working conditions at their jobs
 - d. Convince them that safety is a fundamental value that all employees should have at work and in their home life since the company cares about their wellbeing
 - e. Show them case studies of deaths at other companies that could have been prevented

2. Which of the following is the most effective way to increase organizational citizenship behaviour?
 - a. Reduce turnover
 - b. Increase job performance
 - c. Reduce organizational commitment
 - d. Increase procedural fairness
 - e. Increase job satisfaction

3. When dealing with emotional intelligence, being able to remain calm even when you're angry is an example of:
 - a. management of emotions
 - b. perception of emotions
 - c. general cognitive ability
 - d. knowledge and understanding of emotions
 - e. integration and assimilation of emotions

4. You have two colleagues who just got promoted to new positions within the team. Nikki feels that she is working towards learning the ropes effectively so she can do great at her job. Eddy says that his new job gives him feelings of achievement and accomplishment. What can be said about them?
- Nikki is extrinsically motivated and eddy is intrinsically motivated
 - Nikki has a learning goal orientation and Eddy is intrinsically motivated**
 - Nikki has a need for power and Eddy is engaged
 - Nikki is intrinsically motivated and Eddy has a need for affiliation
 - Nikki is extrinsically motivated and Eddy has a performance-prove goal orientation
5. Which of the following consequences or outcomes is least likely to occur as a result of a compressed work week?
- Increased productivity**
 - Increase employee satisfaction
 - More time for personal matters
 - Decreased absenteeism
 - Workers accept the new system
6. The degree to which an employee has a task has an impact on other employees and members of the organization is known as:
- Skill Variety
 - Task Identity
 - Task Significance**
 - Autonomy
 - Feedback

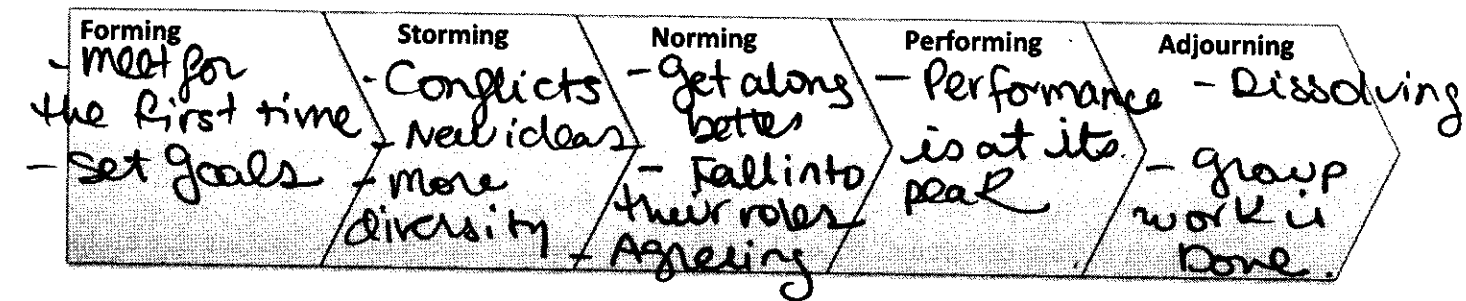
Chapter 7 GROUPS AND TEAMWORK

Groups Development

→ **** How can we better understand group work in organizations and optimize our groups to do better work (team, co-workers, or otherwise)? ****

Formal Work Groups: A group that is assigned and set by the organization to achieve an organizational goal.

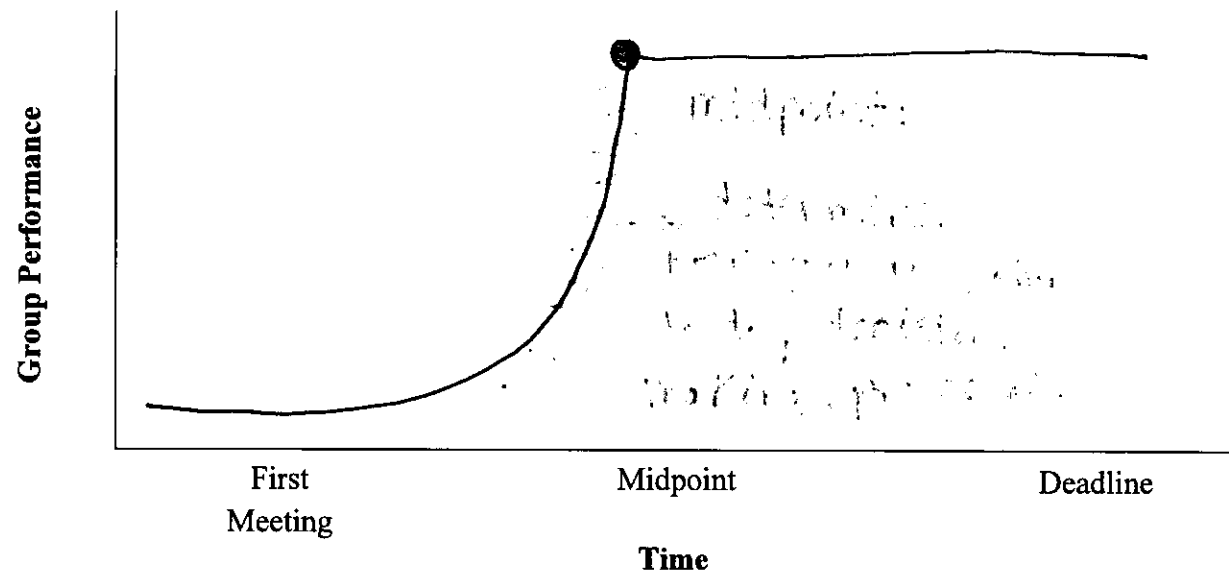
Informal Work Groups: A group that emerges naturally within the organization as a result of common interests. The goals don't necessarily align with the organization's goals.



- Do you need to go through all the stages? Why
 - No, some groups already know each other, they come back together.
 - Some groups do not make it to the end.

Punctuated Equilibrium Model

- A model of group development to show how groups with deadlines progress over time



- First meeting sets the tone, deadline should not change
- The mid-point determines what phase two will look like - have to start picking one of the directions, there is a shift
- By phase 2, multiple people are working on a single task instead of scattered efforts

Group Structure

→ **** How does the way we put together our groups or teams affect the output? ****

1 Group size

The larger the group gets....	<ol style="list-style-type: none"> 1. Conflicting ideas 2. Miscommunication 3. Individual performance
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- Process Losses:** Group performance issues that come from problems of motivating and coordinating larger groups

2 Types of Tasks

Type of Task	Additive Tasks	Disjunctive Tasks	Conjunctive Tasks
Description	The task is a function of the sum of many sub-tasks (every individual's efforts are added up)	The performance is a function of the group's top players	The performance is a function of the group's worst-performing individual
Example	Cleaning a warehouse	Research team	Assembly Line
Impact of Group Size	* Bigger is Better	* Bigger is Better	* Smaller is Better

Handwritten notes: Top players (above Disjunctive), Worst performing (above Conjunctive)

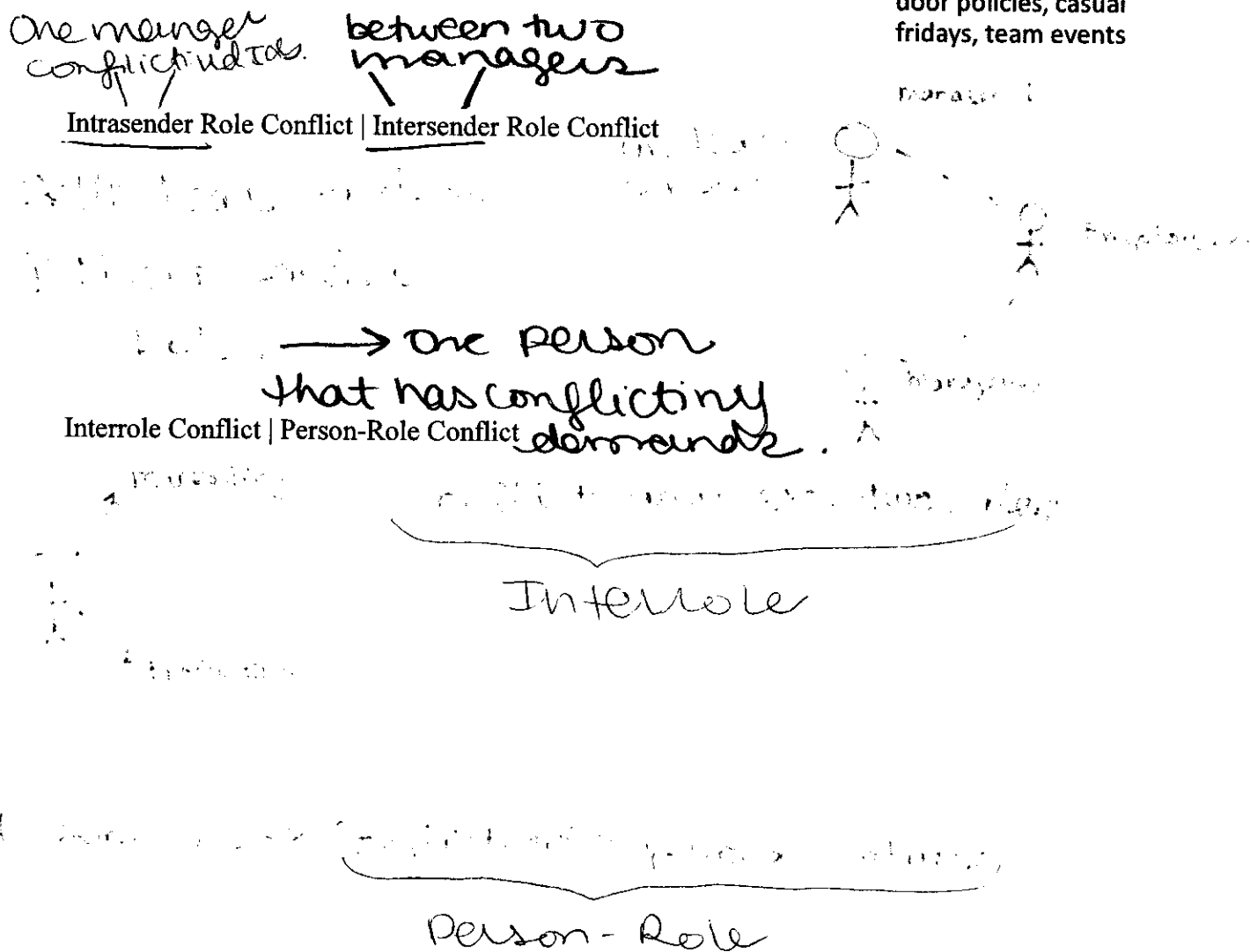
3 Member diversity

More diversity within the group is good when...	collaboration + creativity time to learn to work together
More diversity within the group is bad	less time Deep rooted diversity (Palestine & Israeli)

4 Norms, Roles, Status

Norms	Roles	Status
-------	-------	--------

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> Collective expectations that members have about the behaviour of one another Related to attitudes, beliefs, values Help us to predict and regulate behaviour in groups Examples: dress, reward allocation, performance, absences, timeliness | <ul style="list-style-type: none"> Positions in a group that have a set of expected behaviours attached Role ambiguity can stem from organizational factors (unclear vision), the role sender, or the focal person Assigned roles and emergent roles Example: Secretary vs. class clown | <ul style="list-style-type: none"> The rank, social position, or prestige of group members. Formal status symbols: Informal status symbols: Try to level the playing field. Combat with open door policies, casual Fridays, team events |
|--|--|---|



Group Cohesiveness

→ **** How does the closeness of a team affect performance? ****

Group Cohesiveness: How attractive a group is to its members

More Threat and Competition	More Success	More Diversity	More Members	More Initiation

- Is a highly cohesive group always good for an organization? Why or why not?

When group goals don't align with the organization's goals.

Social Loafing: When members of a group withhold effort towards the goal.

- Free rider effect:** Withholding physical or intellectual contribution to work because you're being carried by the group.
- Sucker effect:** Withholding physical or intellectual contribution to work because you feel that people around you are getting a free ride. Reactive effect

Special Team Dynamics

→ **** How can we take what we know about groups and apply it to the structure of our staff to optimize performance? ****

Collective Efficacy: Shared beliefs between team members that they can be successful at a task

Self-Managed Work Teams

- Work groups that have challenging work with reduced supervision
- Must have stability (not much rotation of members), small size, high level of expertise (so they don't need to rely on supervision), and diversity
- Just because they are not supervised, doesn't mean we don't support them deliberately:
 - Require:** Training, rewards, and management (observe, evaluate, reinforce behaviour)

Cross-Functional Teams

- Work groups that bring in members ~~with different functional specialties~~
- Great for services (banking, hospitals) and to increase speed for new ideas/invention
 - **Require:** Thoughtful composition, superordinate goals (ones that can only be achieved via coordination), physical proximity, autonomy, rules, leadership

Virtual Teams

- Groups that use technology to communicate and collaborate across time & space

Pros	Cons
<ul style="list-style-type: none"> • Lower costs • Access to global talent • 24h/7 productivity 	<ul style="list-style-type: none"> • Trust is more difficult to establish • Miscommunication potential is high • Isolation • Tech Costs • Management challenges

- **Require:** Careful recruitment, training, personalization, clear goals

PRACTICE PROBLEMS

1. The dress code at work is an example of a group's
 - a. Roles
 - b. Norms
 - c. Status
 - d. Diversity
 - e. All of the above

2. Which of the following is false about communication
 - a. People can be inhibited from communicating upward if there are large status differences between them
 - b. People like communicating with people at their own status level or slightly higher
 - c. High-status members tend to talk more
 - d. Communication has a tendency of moving up the status hierarchy
 - e. Status helps us to predict and regulate behaviour in groups

3. Tasks that depend on the worst group member's performance are
 - a. Disjunctive
 - b. Conjunctive
 - c. Injunctive
 - d. Additive
 - e. Ambiguous

4. Margie loves her job because she feels that it contributes to the betterment of society and aligns with her values. Yesterday, her boss asks her to an illegal deal with the company's supplier in China. What kind of role conflict is she experiencing?
 - a. Interrole
 - b. Person-Role
 - c. Intrasender
 - d. Intersender
 - e. Emergent Role

5. Which of the following is not true about virtual teams?
- Costs related to technology increase
 - Reduced travel time leads to cost savings
 - They represent a challenge for management
 - Miscommunications are rare**
 - They provide access to larger labour pools
6. As the size of a group increases:
- Members become more satisfied with group membership
 - Fewer conflicting ideas tend to emerge
 - Process losses become more possible**
 - Conjunctive tasks are better accomplished
 - All of the above are true
7. Diverse groups tend to develop more _____ than less diverse groups.
- quickly
 - slowly**
 - norms
 - roles
 - statuses
8. Which of the following is NOT true about phase two of the punctuated equilibrium model
- Changing the deadline can impact group performance
 - Members are working on single tasks instead scattered efforts**
 - Groups have to potential to be highly performing or poorly performing by this stage
 - A direction is chosen in this phase
 - The midpoint determines how this phase will proceed

Chapter 8

SOCIAL INFLUENCE, SOCIALIZATION, & CULTURE

Organizational Culture

Values + Beliefs = Attitudes → Behaviour

→ **** How can we create a conducive work environment for our employees to perform better, be more satisfied, and to make us stand out from other organizations? ****

Organizational Culture: ~~The shared beliefs, values, and assumptions that exist in an organization. It provides uniqueness and social identity to an organization.~~

- Beliefs – an affirmation or philosophy that is shared by all people ✓
- Values – what the organization stands for, why it exists ✓
- Assumptions – things we take for granted in the way things operate, assumed continuity ✓

Example: Disney

Beach, mountains, movie, sports, ...
→ Helps to influence positive behaviour & performance.

- Dreaming, fun, magical experience -
→ things consumers see



→ Things employees see

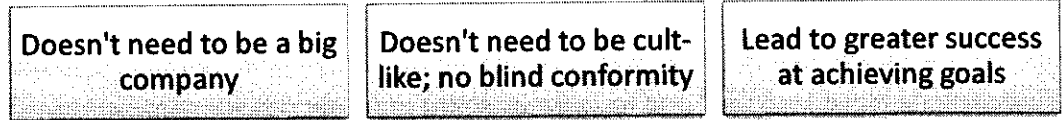
- Culture is often most noticeable when compared to other organizations or when it's being changed or threatened
- The founder and socialization process play a large role
- Do people always agree with culture? *No. Some have different values & beliefs that are not enlised with company.*

Subcultures: ~~Smaller cultures within an organization that can form based on different trainings, departments, or occupations~~

- Example:** The front desk team vs. banquets at a hotel

Strong Culture

An organization with a lot of structure, defined rules, clearly communicated; there is no room for ambiguity. Intense beliefs, values, assumptions



Assets	Liabilities
<p>Coordination: Collaboration is facilitated, it's easier to mobilize people & efforts ✓</p> <p>Conflict Resolution: When values, assumption, and beliefs are in line, everyone is working towards the same end game ✓</p> <p>Financial Success: Culture creates a passion to succeed; stronger bottom-line ✓</p>	<p>Resistance to Change: The organization becomes afraid of changing the recipe to success ✓</p> <p>Culture Clash: Mergers and acquisitions become problematic ✓</p> <p>Pathology: Subcultures or unspoken values can become rooted in secrecy and competition that create backstabbing, cheating, illegal moves, etc. Some industries are more prone to this. ✓</p>

Examples

Strong culture; structure, defined rules, clear communication
 Intense beliefs, values, and assumptions
 Exlu (Aligned)

Diagnosing Organizational Culture

① **Symbol** – Tangible or intangible, non-verbal elements that depict values of the culture

Examples	<ul style="list-style-type: none"> Ribbons and medals in the military Flags of 20 countries in front of an office building depicting their international focus and commitment of the organization The cross in the national assembly in Quebec The hidden arrow in FedEx's logo
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Elements - logos, successes etc.

② **Story** – Spoken narratives often told and retold frequently, passed on between employees and between generations,

- Often help to humanize the boss, speak to advancement in the company, what is accepted and not accepted, how the organization deals with challenges & mistakes
- Can have bad ending and good endings

Examples	<ul style="list-style-type: none"> Where does Nike's swoosh logo come from 3M's accidental invention of the post-it note to showcase their commitment to innovation and entrepreneurial spirit What the McDonald's CEO once did when he found a fly in a restaurant
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→ where did it all start?

③ **Ritual** – Recurring celebrations, events, or ceremonies within the organization

Examples	<ul style="list-style-type: none"> Happy hour every Thursday evening at 6pm Every employee gets a gift card and cake on their birthday Disney runs picnics and beach parties to show their lightheartedness and youth-oriented culture
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Rituals → Sat, Prizes, etc.

Additional Examples

<ul style="list-style-type: none"> The top Salesperson each year at Kim's Auto Parts gets a Caribbean vacation Ritual Concordia University has a book as a logo with a sun rising out of it to show openness, opportunity, and real-world education Symbol How the Big Mac sauce was invented Story

PRACTICE PROBLEMS

1. Which of the following is a benefit of developing a strong organizational culture?
 - a. Better ability to resolve conflict ✓
 - b. Stronger ability to merge with other companies
 - c. Employees are more adaptable to change
 - d. Financial success increases
 - e. A & D

2. Jensen Cosmetics give an employee of the month award that comes with a \$100 gift card during a monthly team meeting that takes place in a local restaurant. This is an example of a:
 - a. Strong culture
 - b. Rituals
 - c. Symbols
 - d. Negative reinforcement
 - e. The use of stories to improve performance

3. Affirmations and philosophies shared by members of an organization are considered:
 - a. Values
 - b. Beliefs
 - c. Assumptions
 - d. Stories
 - e. Rituals

4. Flight Centre holds monthly buzz nights where employees can socialize outside of work showing the company's laid-back atmosphere. This is an example of a:
 - a. Story
 - b. Value
 - c. Ritual
 - d. Strong culture
 - e. Subculture

5. Which of the following is an example of pathology?
 - a. A company is acquired and half the managers end up quitting
 - b. A new smartphone model is released by employees hate it because it's the first time that the company offers no earphone jack
 - c. Managers often argue but can usually work it out due to everyone putting the customer first at all thoughts which guides the resolution
 - d. A retail is always the industry leader meaning they will undercut their competitors' pricing in order to put them out of business
 - e. All of the above

6. Smaller groups that form within the organization due to different departments or office locations are referred to as:
 - a. Subcultures
 - b. Cliques
 - c. Rituals
 - d. Rules
 - e. Socialization groups

7. Which of the following is true about strong culture
 - a. Only big companies can develop strong cultures as you need many employees
 - b. Blind conformity is a major aspect of a strong culture
 - c. Pathology always occurs in strong cultures
 - d. Studies have shown that strong cultures lead to greater customer service
 - e. All of the above are true

8. The internet and telephony divisions at Rogers have different beliefs, values, and assumptions. This illustrates the operation of:
 - a. Symbolic Cultures
 - b. Subcultures
 - c. Ritual Cultures
 - d. Strong Cultures
 - e. Pathological Cultures

Chapter 9 LEADERSHIP

Leadership

→ **** How can we assess the leadership ability of individuals in our organization (existing ones or finding new ones)? ****

Leadership: The influence that a particular individual has others working towards a goal within an organizational context.

Strategic Leadership: Leadership that involves the ability to anticipate, envision, maintain flexibility, think strategically, and work with others to initiate changes that will create a viable future for the organization.

Formal Leadership

- People hired into a specific role where they manage other people and processes
- **Example:** *CEO*

Informal Leadership

- People who assume the role of leader where this is no one in place
- **Example:** *leader of a group/projects*

Do formal leaders always possess leadership ability? _____

Leadership Behaviours

Consideration

- The extent to which a leader is approachable and shows personal concern for their employees
- Tends to be associated with subordinate satisfaction, motivation, effectiveness, and performance

Initiating Structure

- The extent to which a leader concentrates on achieving the group's goals
- Tends to be associated with leader's job performance and the group performance

Leader Reward Behaviour

- The leader's use of compliments, benefits, and special treatment to encourage the team

Leader Punishment Behaviour

- The leader's use of reprimands, bad task assignment, and withholding reward
- Positive when used with contingent leaders, not for non-contingent

Trait Theory of Leadership

- Certain traits exist that people are born with predisposing them to leadership roles
- **Trait:** Individual characteristics of the person (physical, mental, personality)



- We would traditionally look at demographics (gender, age, education), competence, and interpersonal attributes (Five Factors of Personality)

Handwritten notes: Conscientiousness, Agreeableness, Neuroticism, Openness, Extraversion

Concern with this approach

Handwritten note: What if I have the traits but I'm not a leader?

Do traits make a leader or does becoming a leader make you more likely to develop the traits?	Leadership Categorization Theory: We're more likely to view somebody as a leader when they have typical leadership traits	Does not factor in the situation, different situations requiring different types of leadership
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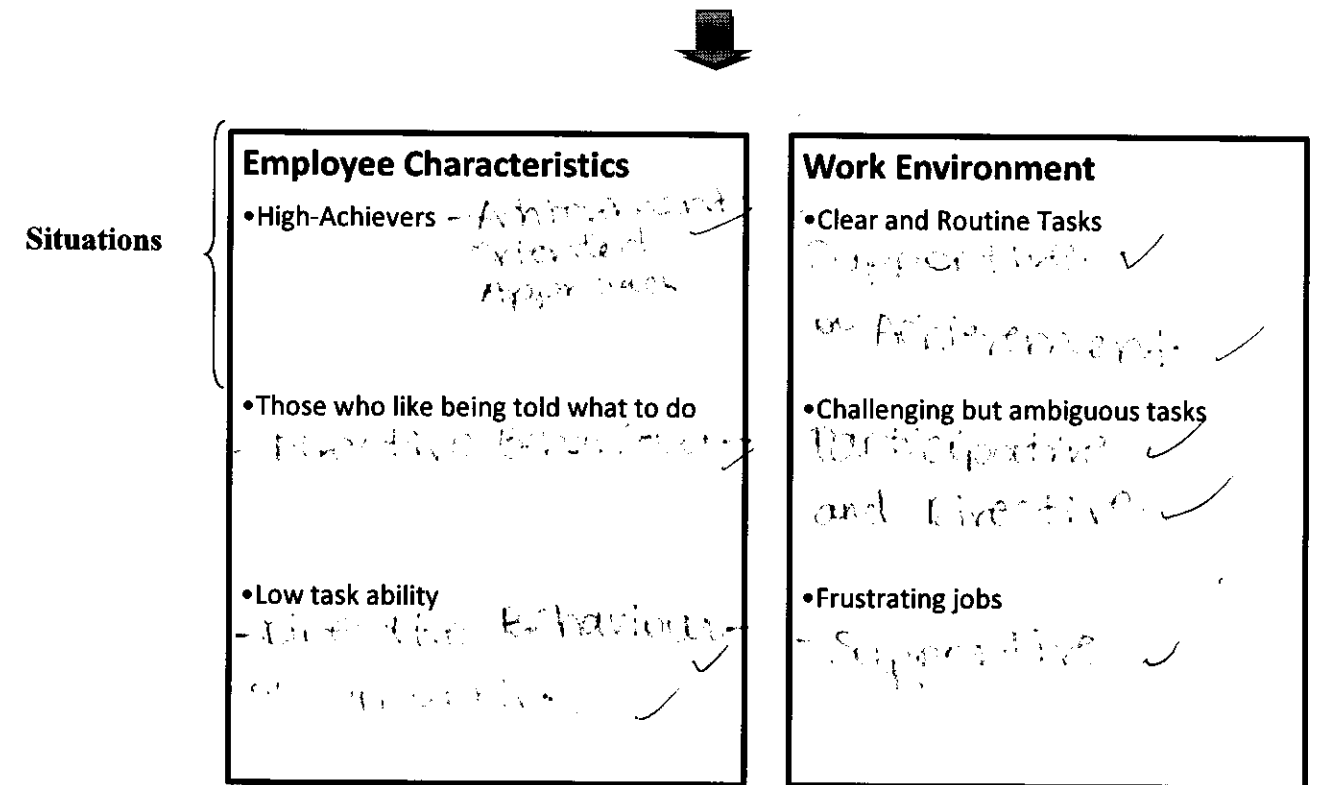
- Not a real predictor of success – perhaps the traits just make it easier to learn the behaviours of a good leader

Situational Theories of Leadership

House's Path Goal Theory: Concerned with the situations when specific leadership behaviour is most effective.

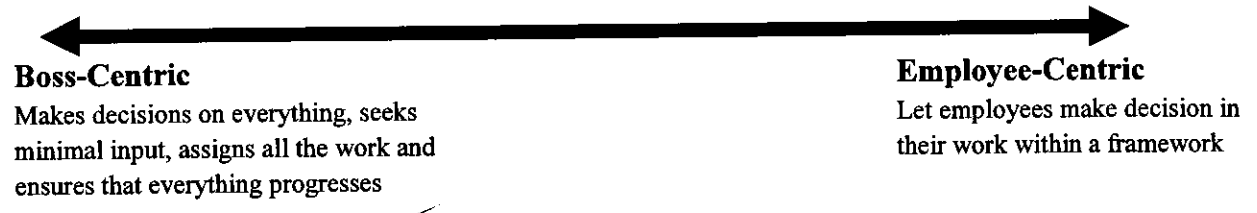
- Leaders connect (are the path) between employees and the organization's goals
- Leaders have to make the path to achieving rewards extremely clear

Participative Behaviour • Consult employees about work-related matters and incorporate their opinions into decisions.	Achievement-Oriented Behaviour • Coaching approach. Sets high goals to encourage them to perform. Believing in your employees and building them up.
Directive Behaviour • Mechanical leadership tasks like assigning work and ensuring that people know how and when to do it (drill sergeant approach). • Same as Initiating Structure.	Supportive Behaviour • Interested in people, relationships, and well-being rather than tasks. • Same as Consideration.



Participative Leadership

→ **** How can we involve employees into decision-making and how can this impact performance and satisfaction? ****



Pros	Cons
<ul style="list-style-type: none"> • Motivation increases • Quality (two heads are better than one and it's empowering) • Acceptance of decisions - perceives as more fair 	<ul style="list-style-type: none"> • Time and energy required (not good for quick decisions) • Loss of power • Lack of Receptivity or Knowledge (especially when there's a lack of trust)

★ **Vroom and Jago Model:** Provides insights into how we can capitalize on the advantages and work around the cons.

A – Autocratic C – Consultative G – Group	I – Individual(s) II – Group
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• Provide a decision tree to decide which combination or degree of participation is best suited depending on the situation. Some factors include:

Quality Requirements	Commitment Requirements	Leader's Information	Problem Structure
Commitment Probability	Goal Congruence	Subordinate Conflict	Subordinate Information

★ **Leader-Member Exchange (LMX) Theory:** Leadership theory focussing on quality of relationship between leader and employee

- **Social Exchange Theory:** Individuals who are treated well by others feel obligated to reciprocate in a positive manner

Transactional and Transformational Leadership Theories

→ **** What are the makings of an optimal leader? ****

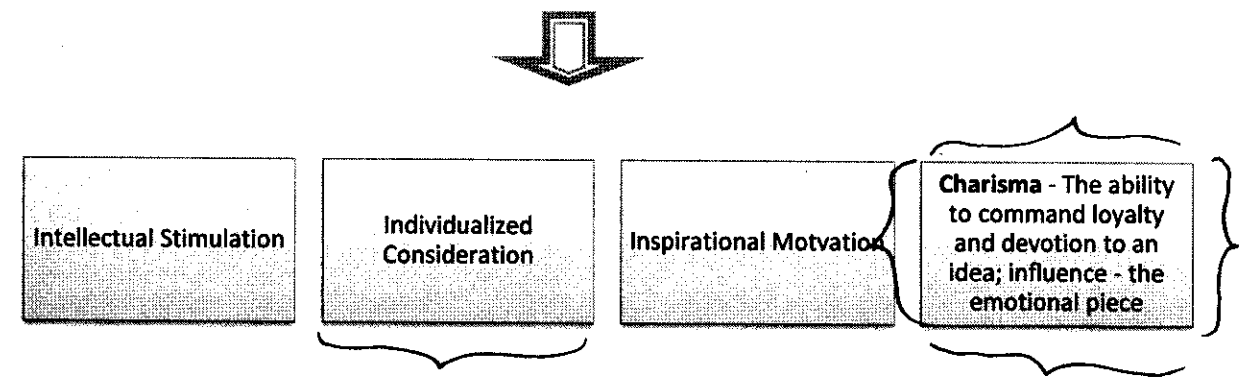
Transactional Leadership

- Hire employees and put people in their jobs.
- Does the day-to-day management to achieve organization's goals
- Usually employs:
 - Contingent Reward Behaviour
 - **Management by Exception:** Leadership correcting actions as needed based on the results of the employee (*Example:* You only get reprimanded if you file the report incorrectly)

"Transformational"

Transformation Leadership

- Creates ~~vision~~ *vision for the organization*. Inspires and motivates employees to commit to these goals
- Consistently found to be the most consistent predictor of good leaders
- Employees under them tend to be more committed and effective during change

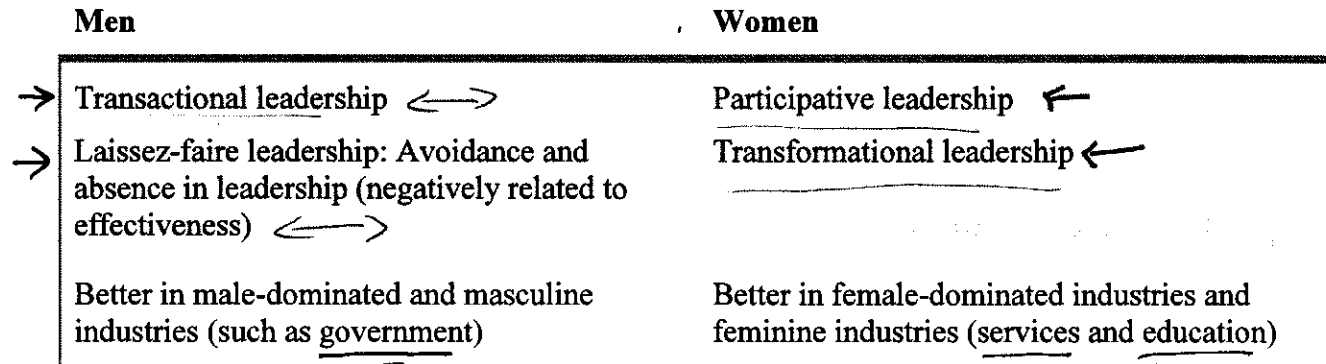


****Transformational leaders are also great transactional leaders****

The best leader is a combination of both transactional & transformational

Gender and Leadership

- o Women are perceived by their co-workers as consistently performing better than men in leadership studies ✓
- o Women are often ranked as very effective middle managers. ✓
- o Only 18.1% of senior officer positions and 5.7% of CEO positions are held by women ✓



- **Glass Ceiling:** Invisible, intangible barrier preventing women from advanced to senior leadership positions in organizations †
- **Role Congruity Theory:** Theory stating that the prejudices towards female leaders results from disconnect between the characteristics of women and the characteristics of a good leader. Agentive traits are perceived as being held by men; communal traits are seen as more feminine. → ASSUMPTION ←

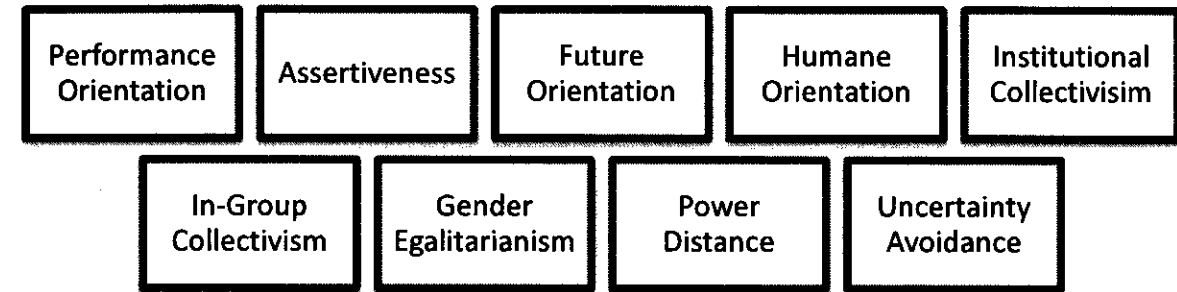
Agentive Traits	Communal Traits
<ul style="list-style-type: none"> •Dedicated (long hours) •Charismatic (motivational) •Intelligent •Determined •Aggressive 	<ul style="list-style-type: none"> •Caring •Sensitive •Honest •Understanding •Compassionate

people don't associate the traits females have with leadership

Culture and Leadership

- Based on data from the GLOBE project (10 year study) *worth of data*
- **Implicit Leadership Theory:** Individuals hold a set of beliefs about the attributes, personality, characteristics, skills, and behaviours that make or break a good leader.
 - o Different cultures see the characteristics of a good leader differently

Looked at countries based on 9 dimensions



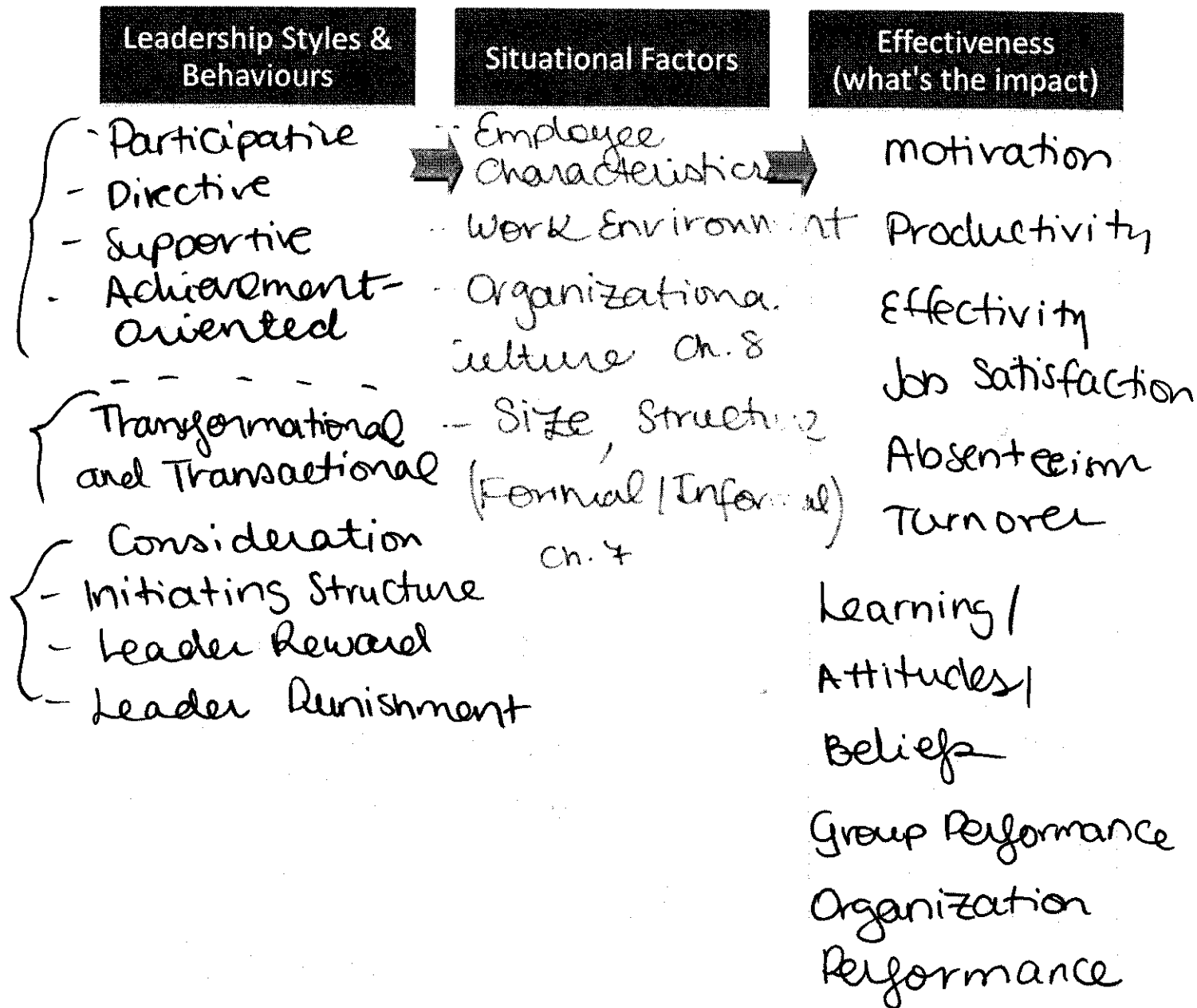
6 Global Characteristics of Effective Leaders

1. Charismatic / Value-Based → Transformational
2. Team-Oriented
3. Participative → Participative
4. Humane-Oriented → Consideration
5. Autonomous
6. Self-protective

Some traits are universally good, some are universally bad, some are culturally contingent

Universal Facilitators	Universal Impediments	Culturally Contingent → depends on the situation country to the next.
Trustworthiness and honesty	Being a loner or asocial	Being Individualistic
Having foresight and planning	Being irritable and uncooperative	Being Conscious of Status
Encouraging, motivating, positive, dynamic	Imposing your views on others	Taking Risks
Being communicative, well-informed and team integrator		

Memorize it



PRACTICE PROBLEMS

- Which of the following would is not a leadership trait that could be assessed?
 - Emotional stability -
 - Self-confidence ←
 - Conscientiousness -
 - Initiating Structure ✓
 - Need for achievement ✓
- Which of the following is true about leadership
 - Transactional leadership is the most effective for meeting organizational goals
 - Formal leaders always have strong leadership ability
 - Leadership can be exhibited by persons other than those formally designated ✓
 - Individuals are born leaders
 - The most effective leader will exhibit high consideration and high initiating structure in all situations
- Which leadership behaviour is related to withholding rewards to encourage behaviour?
 - Extinction Behaviour
 - Leader Punishment ✓
 - Leader Reward Behaviour
 - Initiating Structure
 - Consideration
- Which of the following traits is seen as more masculine and less feminine when discussing leadership?
 - Sensitive
 - Honest
 - Understanding
 - Compassionate
 - Dedicated ✓

5. One of issues with participative leadership is that:
- It reduces intrinsic motivation of subordinates
 - It can make employees less receptive to the leader's requests or decisions**
 - It decreases acceptance to decisions
 - It reduces the quality of decisions in a group setting
 - A & B
6. Jerry and Mathilda work at FastAuto Tires. They both have different managers who are arguing about who is a better letter. Mathilda believes that her manager has the makings of a good leader. Jerry on the other hand believes that his manager's lack of expertise in marketing makes him a poor leader. This demonstrates:
- Implicit leadership theory**
 - Ethical leadership
 - Situational leadership theory
 - Trait leadership theory
 - Transformational Leadership
7. According to Path-Goal Theory, which of the following statements is false:
- Frustrating, dissatisfying jobs would benefit from supportive leadership
 - Employees who are high need achievers work best with achievement-oriented leadership
 - Employees who have low task ability like directive leadership
 - Directive and participative leadership are best used when the group's tasks are challenging but rather ambiguous**
 - Employees who have clear, routine tasks work well with participative leadership
8. Cheryl needs to find a transformational leader for her struggling supply chain department. She should look for someone who:
- Is good at initiating structure
 - Has great charisma**
 - Can manage resources very well
 - Has a GII leadership style
 - Has an AII leadership style

Chapter 11 DECISION MAKING

How Decisions Are Made

→ **** How can we better understand how our employees are making decisions based on the situations that they are faced with and give them the tools to make better ones? ****

- Decision Making:** Making a choice and committing to a course of action ✓
- Problem:** A perceived gap between an existing and desired state ✓



Well-structured Problems: Everything is clear including the current situation, solutions, and how to get there. Can be programmed and automated.

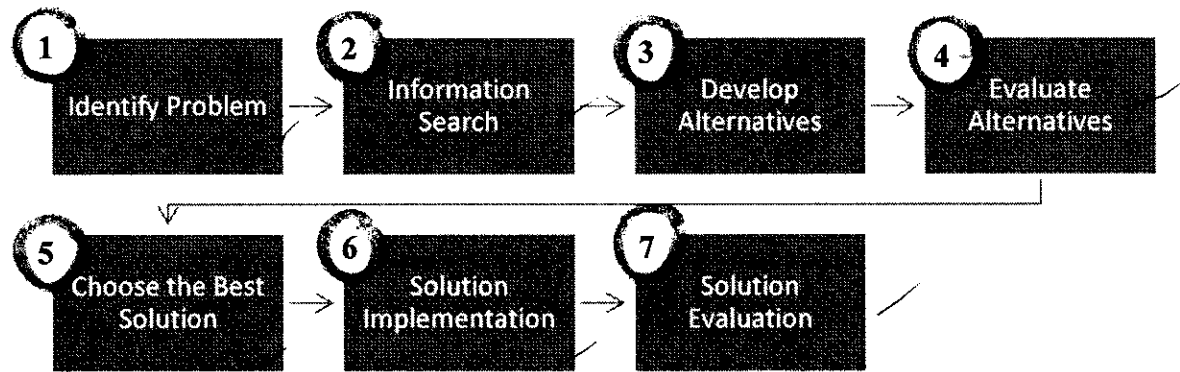
Ill-structured Problems: The current situation is unclear and the goal is not known. It has never happened before.

Examples

- A Canada Post driver is trying to determine which order he should deliver his packages in
Well-structured
- Michelin is trying to decide which country to expand into next
Ill-structured
- Kraft wants to determine how they can continue increase gross margin of their peanut butter building off the 2% growth year-over-year for the past 3 years.
Ill-structured

<u>Well-structured</u>	<u>Ill-structured</u>
<ul style="list-style-type: none"> Decision is <u>completely informed</u> Decision is <u>perfectly logical</u> Decision <u>maximizes economic gain</u> 	<ul style="list-style-type: none"> <u>Limited information</u> is available <u>Limited time</u> is available <u>Limited political considerations</u> exist

Decision-making Structure



1 Identify Problem

- **Framing:** Aspects of the situation that are assumed by the decision maker
- **Cognitive biases:** We have preconceived notion that cause us to make errors when making decisions (*chapter 2*)
 - These two issues trickle all the way down the decision-making process

Additional problems exist at this stage...

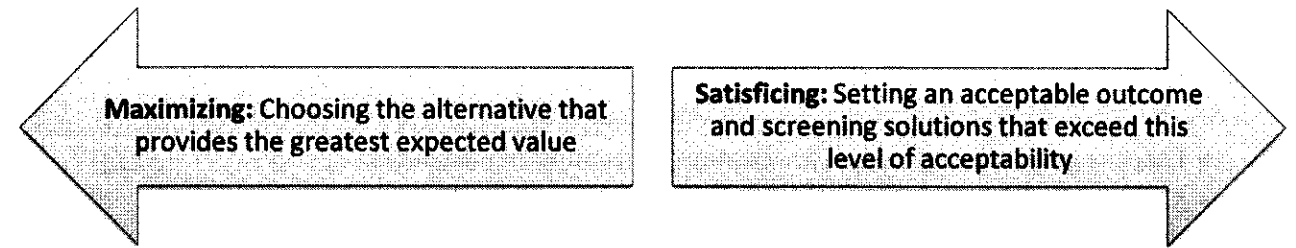
Perceptual Defense •Ch. 3	Problem defined in terms of functional speciality • <i>Example:</i> No cross-departmental communication
Problem defined in terms of solution • <i>Example:</i> New Coke	Problem diagnosed in terms of symptoms • <i>Example:</i> Employees have low morale due to having too much workload

2 Information Search

- **Confirmation Bias:** The tendency to seek out information that confirms our own beliefs or proposed solutions
- **Information Overload:** ~~There is too much information in the world to make effective decisions~~

3 Develop Alternatives, Evaluate Alternatives, and Choose the Best Solution

1. ~~Void incorporating data into our decision even if it changes the outcome~~
2. We don't weigh our samples or information accurately (*Example:* Large vs. small samples, expert debates)
3. We overestimate the odds of a complex negative reaction occurring
4. **Anchoring Effect:** ~~The inadequate adjustment of subsequent estimates after making an initial estimate – the original benchmark was wrong so all following ones will be too~~



6 Solution Implementation

- In organizations, the decision-maker doesn't always implement – what are the implications of this?

new biases; miscommunication, different framing, own perceptions

7 Solution Evaluation

Justification

- We try to justify decisions in terms of **sunk costs** – the permanent losses incurred by making a decision. This is wrong because it's not looking forward at solving the problem, rather at what has already been used.
- **Escalation of commitment:** Throwing good resources into or continuing to invest in a failing course of action.
 - Can be the result of trying to protect our ego, trying to show consistent behaviour, or simply being competitive

To fix this...

- Encourage continuous experimentation, reframing the problem
- Set specific goals that must be achieved for clarity
- Place emphasis on how decisions are made and not outcomes
- Separate initial and subsequent decisions to avoid escalation

Hindsight

- The tendency to review decision-making to see what went right and wrong

The Impact of Mood & Emotions

Good Mood	Bad Mood
Riskier Decisions	Conservative Decisions
Creative Solutions	Narrow Solutions
More optimistic, overestimate	
Simplified, shortcut the decision-making process	

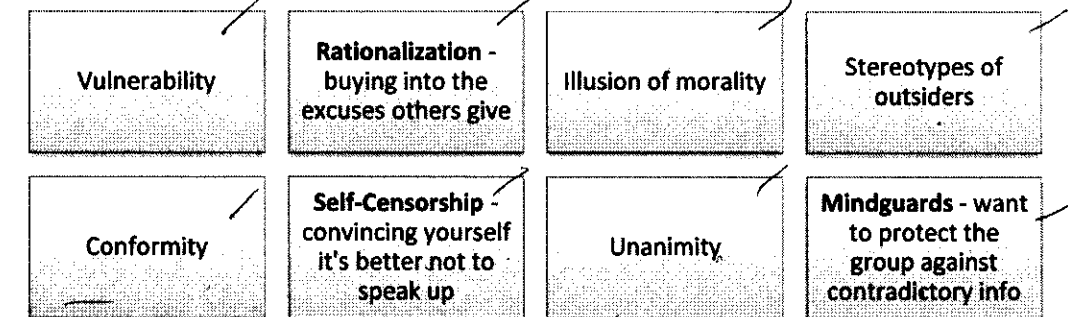
Group Decision-Making

→ **** Do groups come up with better decision and how can we support them in their decision-making? ****

Pros	Cons
<ul style="list-style-type: none"> • Decision Quality ✓ • Decision Acceptance & Commitment ✓ • Diffusion of Responsibility ✓ 	<ul style="list-style-type: none"> • Time — • Conflict . • Domination . • Groupthink .

- **Groupthink:** ~~Caused by~~ group pressure to cause unanimity amongst group members even if it's not the right decision

o Caused by:



Solutions

outsider, devils advocate, seek new perspectives.

- Bring in an outsider ✓
- Encourage people to see other perspectives ✓
- Appoint a devil's advocate ✓

Groups Managing Risk

- **Risky shifts:** Tendency for groups to make riskier decision if the members are more risk-takers (if I'm risk-accepting, I accept more risk in a group setting) ✓
- **Conservative shifts:** Tendency for groups to make less risky decisions if the members are more conservative (if I don't like risk, I become more conservative in a group setting) ✓
 - Balance who you put in the group to combat this

Additional Terms

- **Evidence-Based Management:** Making decisions through the conscientious, explicit, and judicious use of the best available evidence from multiple sources
- **Crowdsourcing:** Outsourcing aspects of the decision process to a large collection of people
- **Analytics:** Sifting through data to find patterns

PRACTICE PROBLEMS

1. Which of the following is NOT true about well-structured problems?
 - a. The existing state is clear ✓
 - b. The problem is repetitive and familiar ✓
 - c. There is uncertainty only about how to get from the existing state to the desired state
 - d. The desired state is clear ✓
 - e. The decision can be automated ✓

2. Which of the following is true about managers who exhibit bounded rationality
 - a. They have limited information available to them
 - b. They can make perfectly true
 - c. They understand all of the political ramifications of their decision
 - d. They maximize economic gain
 - e. All of the above are true

3. Ali runs her own travel agency. When she found out that employee turnover was increasing, she was told her VP of Sales that salaries needed to be raised. Ali realized that low pay wasn't the reason for increasing turnover. Which decision-making error most likely occurred?
 - a. The problem was defined as a solution
 - b. Sunk costs were treated incorrectly
 - c. Perceptual defense
 - d. Escalation of commitment
 - e. Anchoring effect

4. Which of the following is an example of faulty hindsight for Sebastian?
 - a. He was delivered defective material from a supplier but still chose to continue ordering from them.
 - b. He looked at how much had already been invested in his car but decided to continue maintaining it rather than buying a new one.
 - c. He neglected some sources for his competitor analysis because he felt they weren't necessary
 - d. He evaluated his investments and realized he invested in the wrong stocks from the very beginning
 - e. He spent more money to upgrade his 10 year old computer rather than buying a new one

Escalation of commitment

5. Which of the following is not a way to fix incorrect justification of decisions made when evaluating the solution?
- Encourage continuous
 - Set specific goals that must be achieved
 - Place emphasis on how decisions are made rather than their outcomes
 - Bring in an outsider**
 - Separate the initial and subsequent decisions to avoid escalation of commitment
- no group setting*
6. Setting an acceptable outcome and screening solutions to determine which one(s) exceed the determined **level of acceptability** is referred to as:
- Maximizing *↔ most optimal solution*
 - Satisficing**
 - Anchoring
 - Framing
 - Cognitive Bias
7. Which of the following is not a characteristic of groupthink?
- The group creates unfavourable stereotypes of those who don't agree with their viewpoints
 - The group sees itself as making a morally sound decision
 - There is a certain desire to conform that emerges amongst members
 - Self-censorship appears
 - The group begins arguing more than in the past**
8. Which of the following is most likely to cause a simplified decision-making process to be undertaken?
- A bad mood *→ narrow/correlative*
 - Poor emotional intelligence
 - A good mood** *→ simplified*
 - Cognitive bias
 - Hindsight

Chapter 12

ETHICS & SEXUAL HARASSMENT

Ethics in Organizations

→ **** How can we reduce the risk of unethical behaviour within our organization with what we know about organizational behaviour? ****

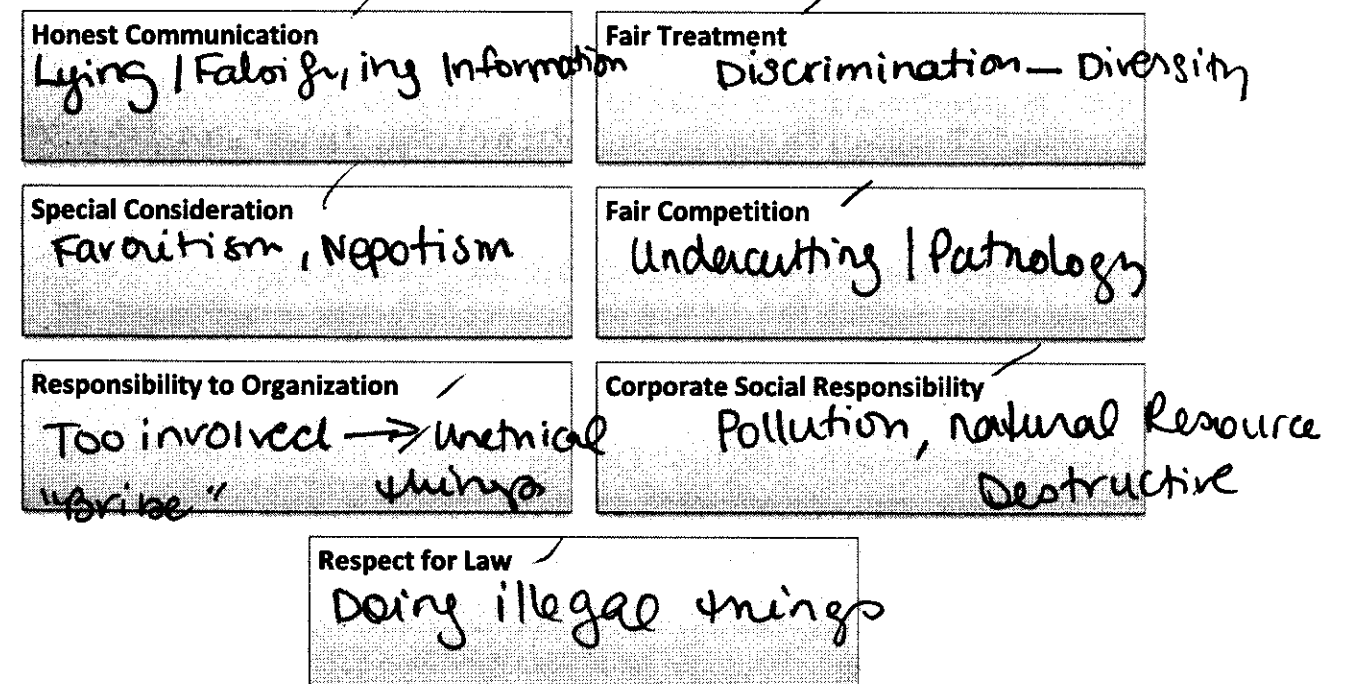
Ethics: ~~systematic~~ **thinking about the moral consequences of decisions you make.**

Stakeholders: People affected by an organization's decisions, both internal and external parties.

Which bias in attribution is particularly problematic here? p. 20

Self-serving bias

Key Ethical Areas in Management



Causes of Unethical Behaviour

For the individual or for the organization
 Consider the reinforcement strategies used (or lack thereof) → Coercion
 Consider the outcomes, instrumentality, valence
 Example: Having bonuses for high sales targets that push employees to do unethical things, Coercion or not training.

Extreme Performance Pressure
 Consider the goals setting, are we motivating employees in the right way

Role Conflict
 1. Intra-sender
 2. Inter-sender
 3. Person - Role
 4. Inter-Role — 2 roles
 Example: I know that I need to calculate taxes a certain way but my manager has told me otherwise
 INTER / conflicting requests

Strong Organizational Identification
 Some employees' connection to their company will make them do things they wouldn't normally do Affective
 Consider groupthinking, group behaviour
 Consider the liabilities of a strong culture Pathology / mergers / Resistant to change
 Consider the 3 types of commitment

Personality
 External locus of control and cynical individuals are more prone to unethical behaviour
 Need for power is more prone to unethical behaviour
 Strong economic values and ethical values reduce chances of unethical behaviour
 Consider dispositional vs. situational behaviour

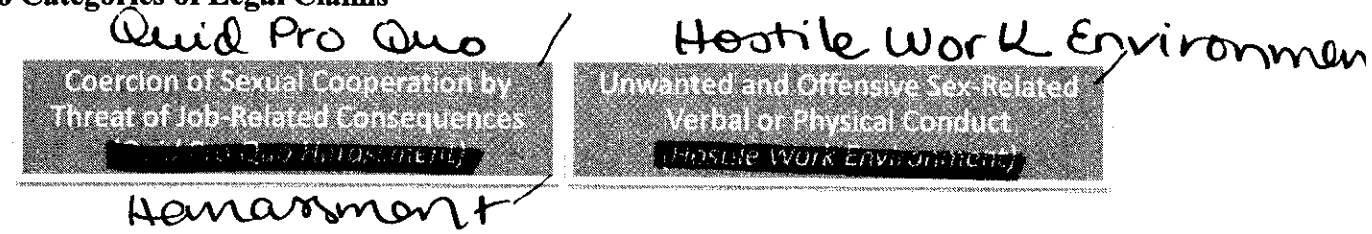
Organizational and Industry Culture
 Consider the liabilities of a strong culture (and subcultures)

Whistle-Blowing: Disclosing bad or unethical practices by someone or something in the organization to someone else in the organization who will be able to take corrective measures. Can result in success or failure for the whistle-blower.
 To someone who can do something about it.

Sexual Harassment

Unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of sexual nature. Especially in the context of employment conditions, employment decisions, interferes with work performance, or the creation of a hostile work environment.

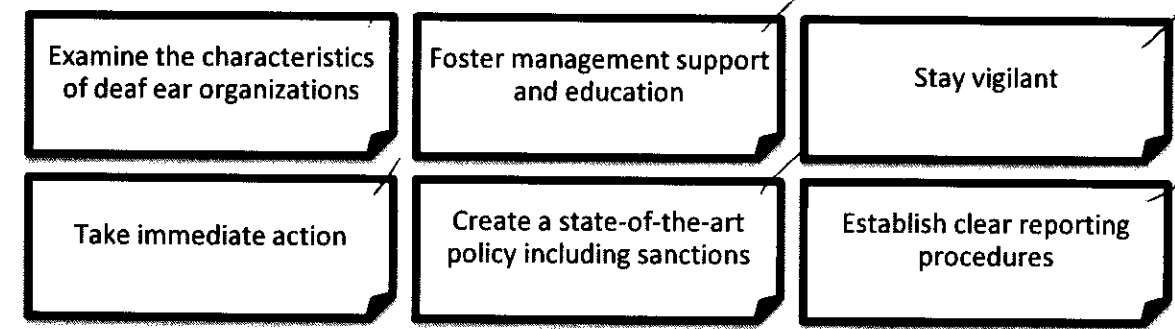
Two Categories of Legal Claims



Implications for Organizations

- Results in financial loss, lower productivity, increased absenteeism, and turnover.
- More prevalent in male-dominated industries, for ethnic minorities, and in women who exhibit traditionally masculine personality traits be victims

How to increase responsiveness to complaints



Creating Guidelines

- Identify the stakeholders affected by any decisions
- Identify the costs and benefits of different alternatives to all stakeholders
- Consider the relevant moral expectations that surround a decision
- Be familiar with the common ethical dilemmas in your role or profession
- Discuss ethical matters with decision stakeholders
- Convert your ethical judgements into appropriate actions



PRACTICE PROBLEMS

1. Ethical concerns in organizations revolve around the impact of action or decision on:
 - a. Stakeholders
 - b. Networks
 - c. Employees
 - d. Managers
 - e. Shareholders

2. The most frequent perpetrators of sexual harassment are:
 - a. Supervisors ✓
 - b. Managers ✓
 - c. Co-workers ✓
 - d. Subordinates ✓
 - e. Shareholders ✓

3. Randy has decided to accept a monetary bribe from a supplier in another country to sway the selection process towards their organization. Randy felt pressured by the supplier and knew that he needed money in order to pay next month's rent. Randy believes that it was fate that placed him in the situation. What most likely caused the unethical behaviour in this case?
 - a. Personality ✓
 - b. Strong organizational identification ✓
 - c. Industry culture
 - d. Role conflict
 - e. Groupthink

4. Which of the following is not a result of sexual harassment in organizations?
 - a. Financial loss ✓
 - b. Lower productivity ✓
 - c. Turnover ✓
 - d. Male-dominated industries
 - e. Lower productivity

5. Which of the following methods can be used to increase the responsiveness towards sexual harassment claims in organizations?
- Nominate whistle-blowers
 - Establish clear reporting procedures
 - Reduce the likelihood of role conflict
 - Identify stakeholders
 - None of the above
6. What does deaf ear syndrome refer to?
- An organization that ignores whistle-blowers
 - An organization not taking corporate social responsibility seriously
 - An organization not taking action in the face of unfair competition
 - An organization not taking action in the face of unethical behaviour
 - An organization not taking action in the face of sexual harassment claims
7. Ethics is defined as:
- A systematic thinking about the moral consequences of decisions and actions
 - People being affected by and organization's decisions including both internal and external parties
 - The study of personality types that are more prone to illegal actions
 - Unwanted sexual advances, requests for sexual favours, and other verbal or physical conduct that is unwelcome in nature.
 - None of the above
8. Which of the following legal claims can be made by individuals that have suffered from sexual harassment at work?
- Coercion of Sexual Cooperation by Threat of Job-Related Consequences
 - Pressure to Conform in a Male-Dominated Industry
 - Unwanted and Offensive Sex-Related Verbal or Physical Conduct
 - A & C
 - A, B, & C

Chapter 13

CONFLICT AND STRESS

Conflict in Organizations

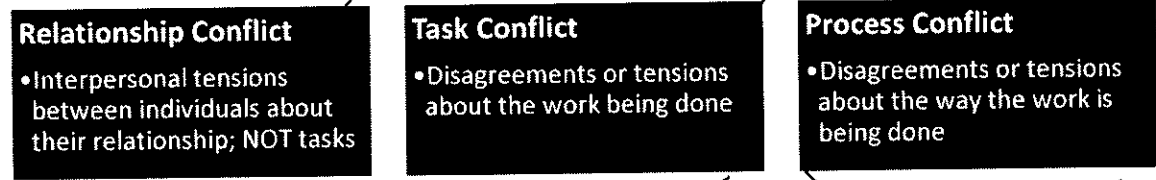
→ ** How can we prevent conflict within our organizations and better understand the behaviour of individuals when they are engaged in a conflict? **

Interpersonal Conflict: The process that occurs when a ~~person or group~~ ~~is unable to~~ ~~achieve~~ ~~their~~ ~~goals~~.

Causes of Organizational Conflict

Group Identification & Intergroup Bias	<ul style="list-style-type: none"> We tend to associate with the successes of the groups we're in (in-groups) We tend to see other groups that we're not in (out-groups) in a less favourable light by focussing on their failures Groups can be work teams, racial groups, job functions, or job levels Examples: Two groups are in a "competition"
Interdependence	<ul style="list-style-type: none"> When two groups rely on each other to achieve their goals Cause #1: Requires coordination to meet respective goals Cause #2: Some parties have power over others Example: Customer service departments vs. in-store <p style="text-align: right;"><i>Free-loader</i> <i>"sucker-effect"</i></p>
Differences in Power, Status, Culture	<ul style="list-style-type: none"> Power: One party may have dependence on another meaning there is a power inequality Status: Dependence from individuals of lower status on higher-status Culture: Clashes between beliefs, values, and attitudes (organizational or diversity)
Ambiguity	<ul style="list-style-type: none"> Can come in the form of roles, tasks, or performance criteria Example: Sales drop following the implementation of the new iPhone model - sales team will blame the engineers while the engineers blame the promotional strategy of the marketers
Scarce Resources	<ul style="list-style-type: none"> When people feel threatened, conflict can arise Creates more competition Example: Shared office space, layoffs

Types of Conflict

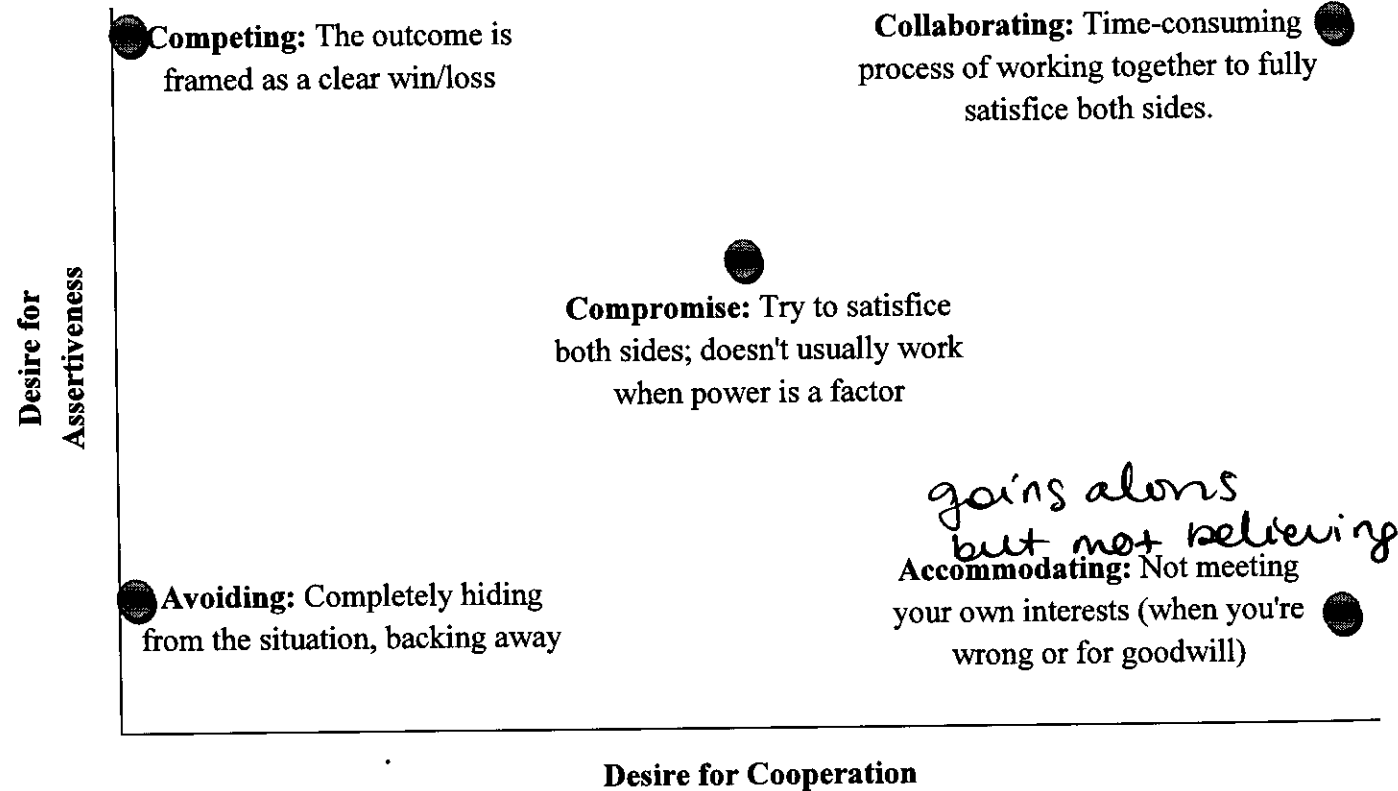


When Conflict Occurs

Which tasks are being done *How tasks are done*

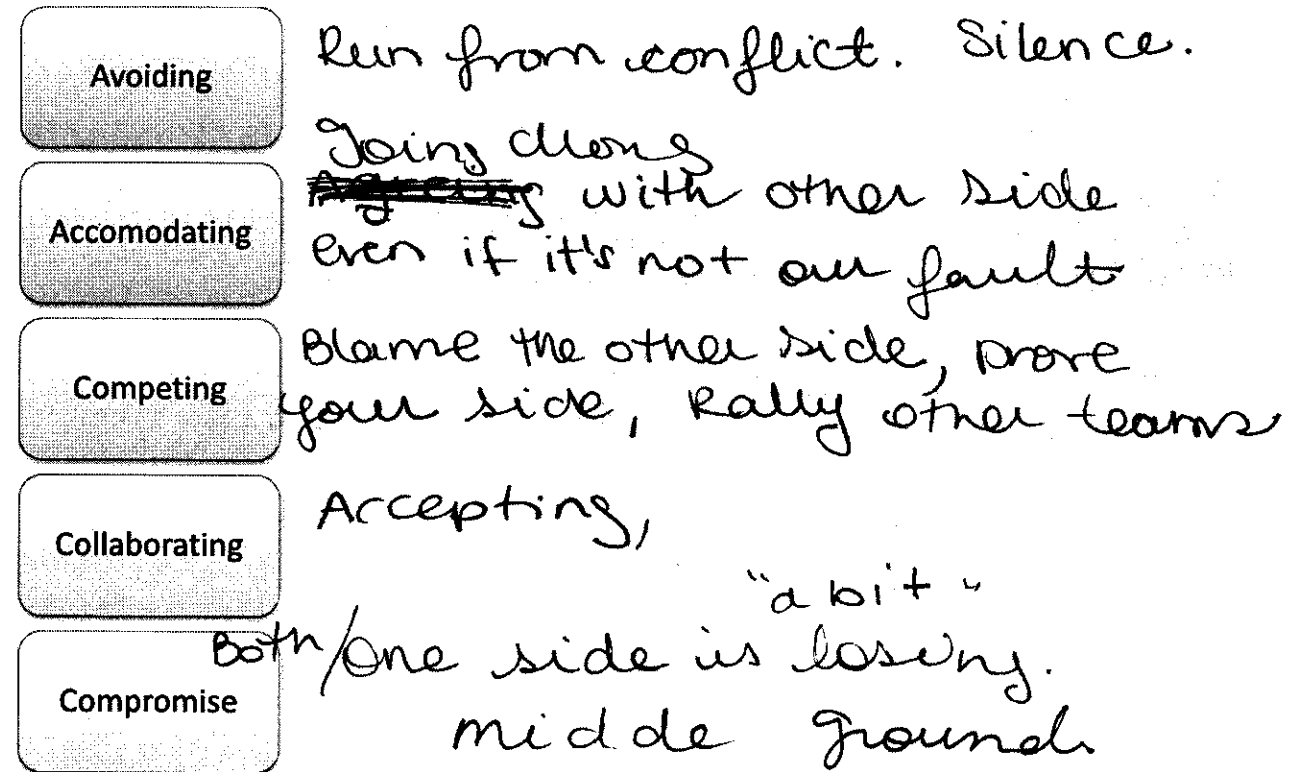
1. Winning becomes more important than actually solving the issue
2. The parties begin to hide information from each other
3. The two respective sides of the argument become more cohesive
4. Contact with the opposite party is discouraged except when formally required
5. Group Identification and Intergroup Bias increases
6. The most aggressive people on each side emerge as leaders

Reactions to Conflict // Conflict Management Styles



2 Teams

Provide an example for each conflict management style



Conflict is Good

"is seen as a bad thing"

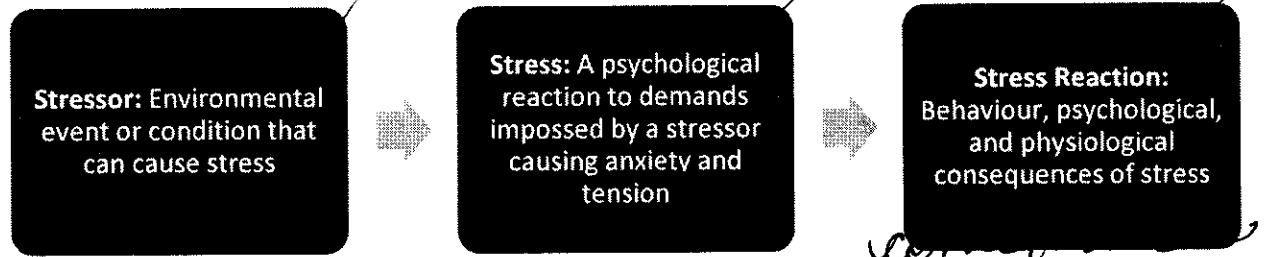
- Conflict can often help to improve decision making and promote organizational change
- There are several times that conflict should be stimulated
 - When peace takes precedence over organizational goals (too nice to say it)
 - When there is a constant need for parties to withdraw to avoid conflict
 - When conflict is being denied, downplayed, suppressed

Constructive Conflict: Conflict where benefits outweigh the costs

Conflict Stimulation: A strategy of increasing conflict to create change

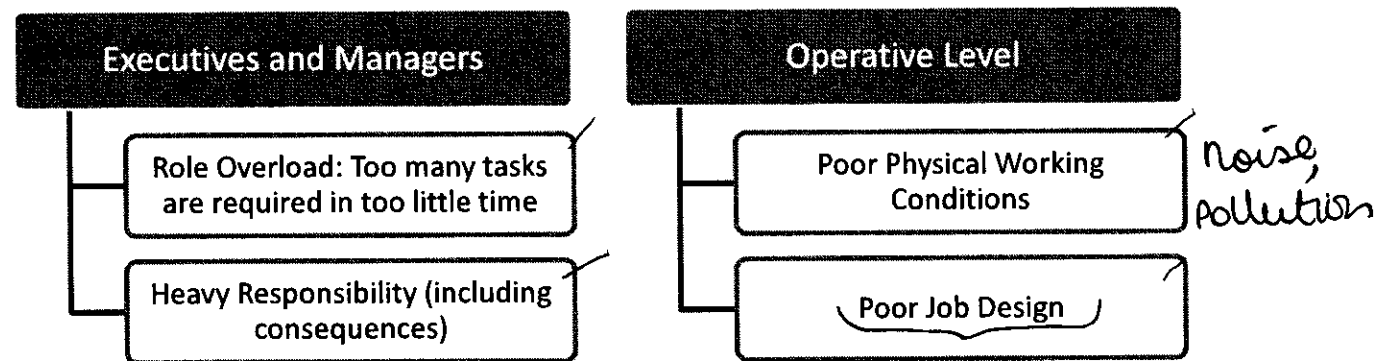
Stress in Organizations

→ ****How can we design jobs while minimizing the inherent stress? ****

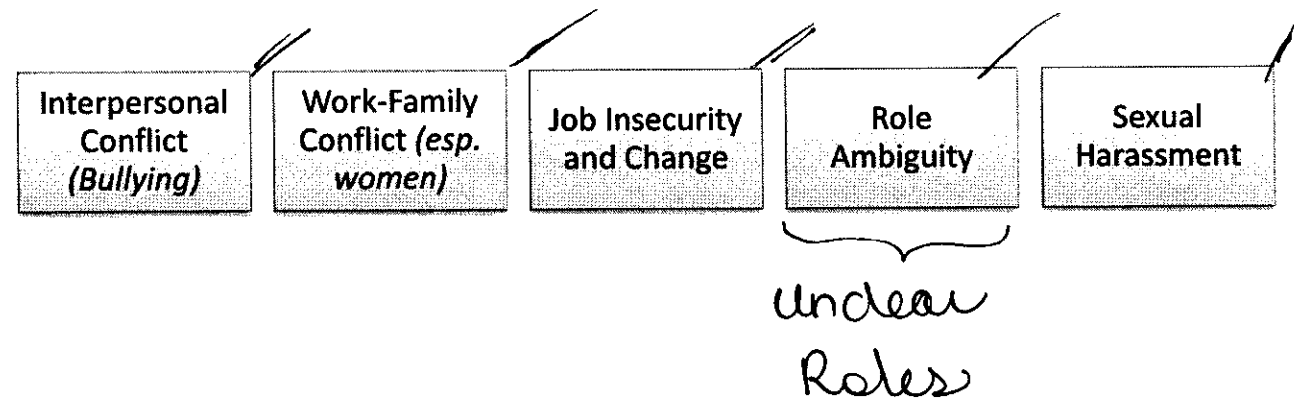


- Individuals with external locus of control are more affected by stressed
- Individuals with negative affectivity are more affected by stress — *pessimistic view*
- Type A Behaviour is linked with stress – a personality pattern that includes aggressiveness, ambitiousness, competitiveness, hostility, impatience, and a constant sense of time urgency

Sources of Stress at Different Levels of the Organization

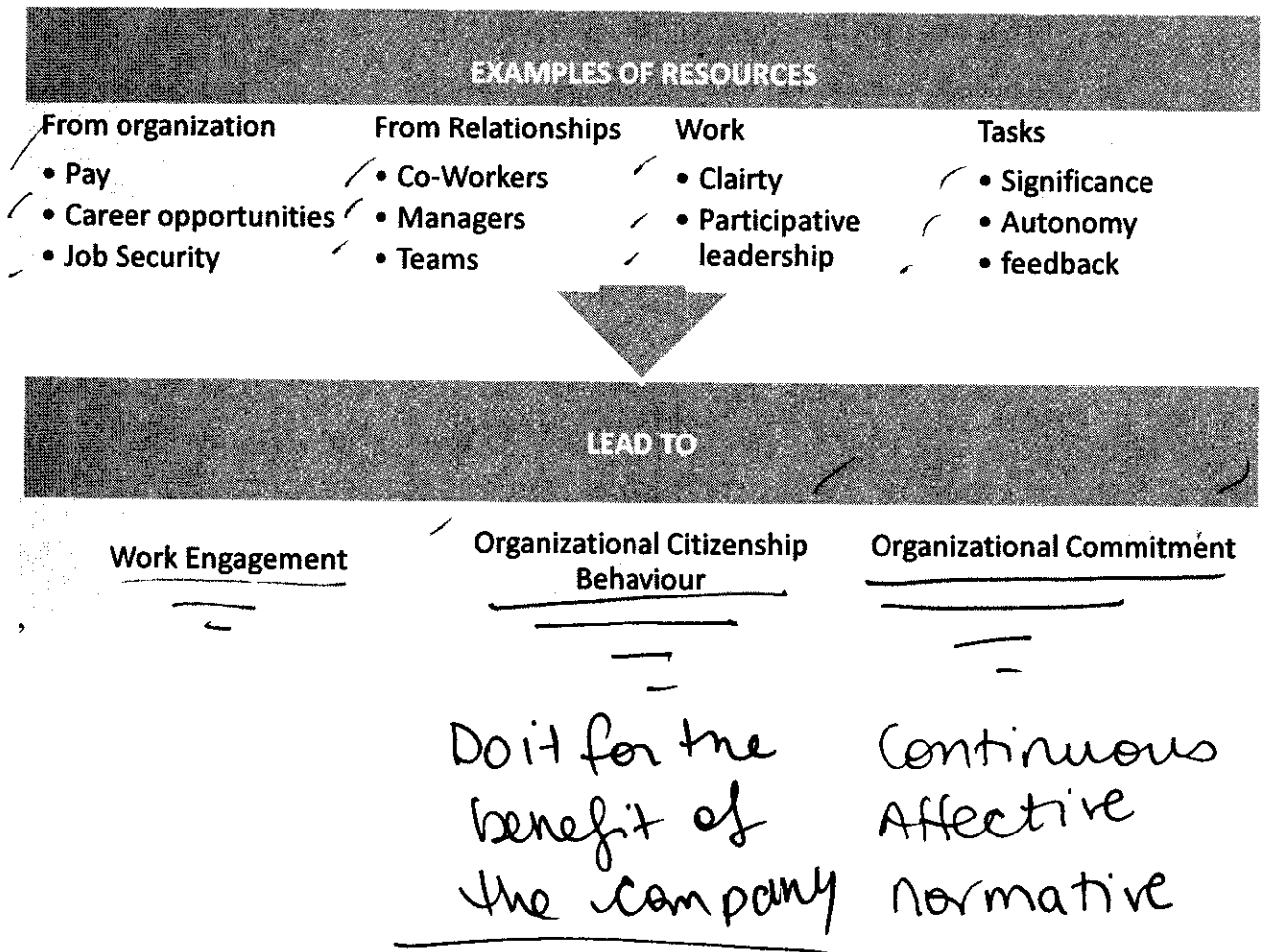
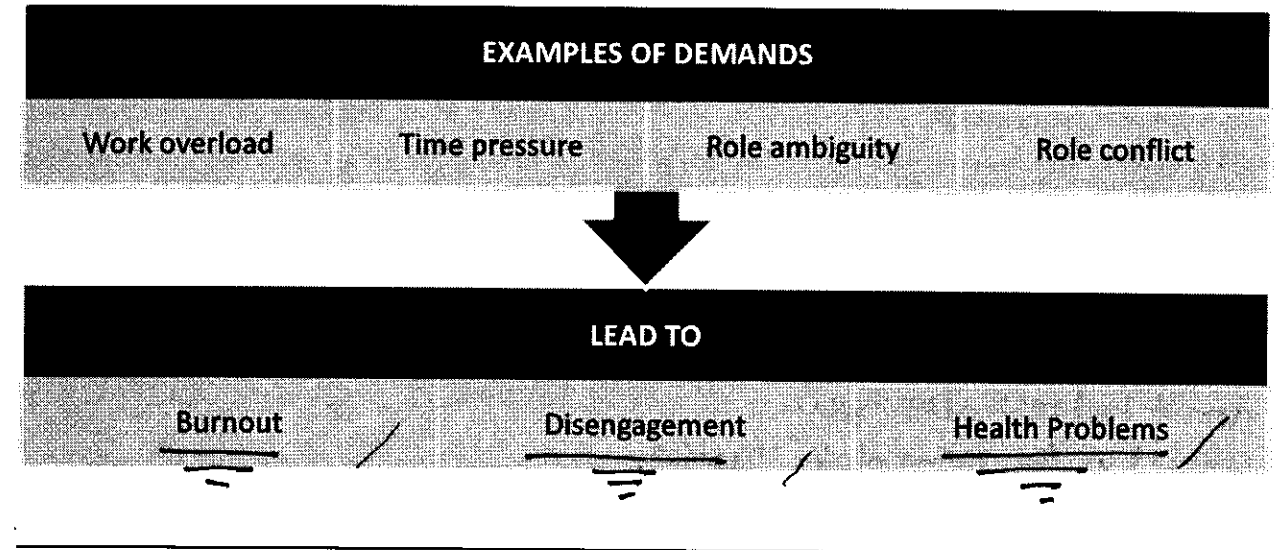


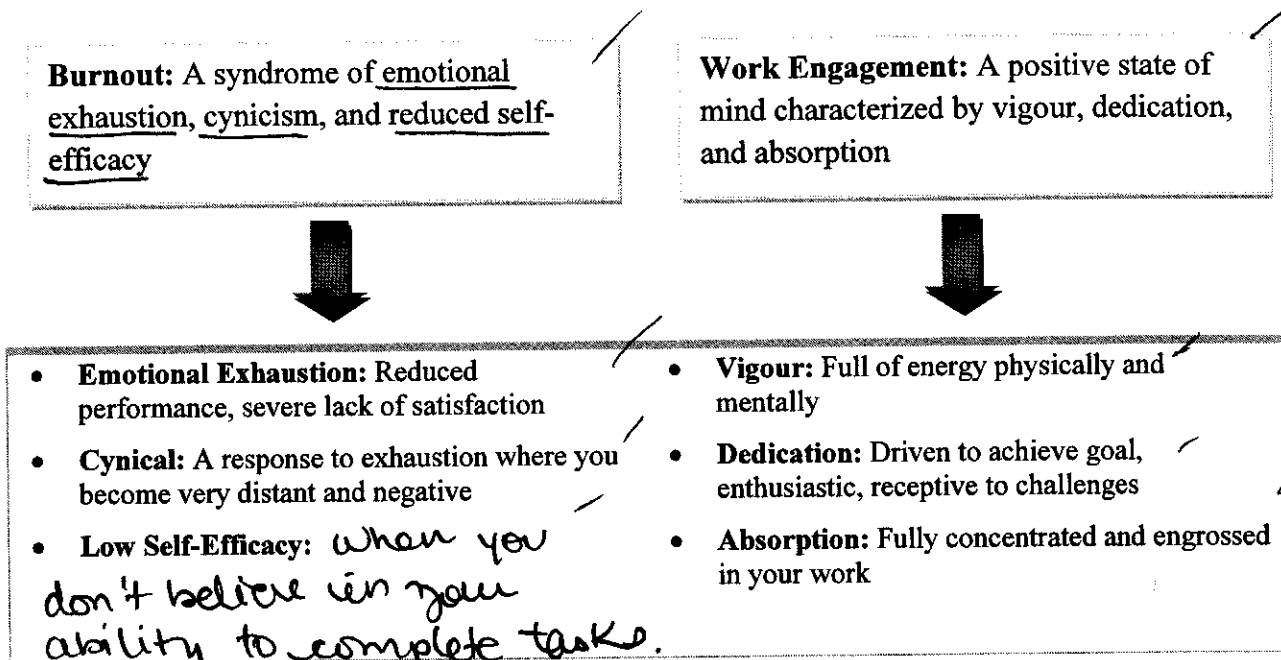
Sources of Stress for Everyone



Burnout and Engagement

- **Job Demands-Resources Model:** Demands at work are often linked to burnout while resources are linked to work engagement





- **Boundary Roles:** Positions in which employees are required to interact with members of other organizations or the public
 - Often stems from the emotional labour of jobs
 - Often leads to stress and role conflict
 - **Example:** Wanting to satisfy the client while also being realistic about your company's ability; providing info to the report while protecting trade secrets

Reactions to Stress

→ ****How can we tell when our employees are stressed and what can we do to fix it? ****

BEHAVIOURAL REACTIONS	PSYCHOLOGICAL REACTIONS	PHYSIOLOGICAL REACTIONS
<p>Problem-solving: Attempt to remove the stress by eliminating the stressor</p> <ul style="list-style-type: none"> • Delegating • Time management • Talking it out • Asking for help • Seeking new work 	<p>Defense Mechanisms: Psychological attempts to reduce the anxiety that comes with stress</p> <p><i>Rationalization</i> <i>It's "OK".</i> <i>Giving logic to the problem.</i></p>	<p>Cardiovascular issues (blood pressure increases, cholesterol)</p>
<p>Seeking Social Support</p>	<p>Projection</p>	<p>Diabetes</p>
<p>Performance Decrease</p>	<p>Displacement (take it out on someone or something else)</p>	<p>Respiratory and bacterial infections</p>
<p>Absenteeism and Presenteeism</p>	<p>Reaction formation (opposite reaction)</p>	<p>Weakened immune system</p>
<p>Addictive Substances</p>	<p>Compensating</p>	

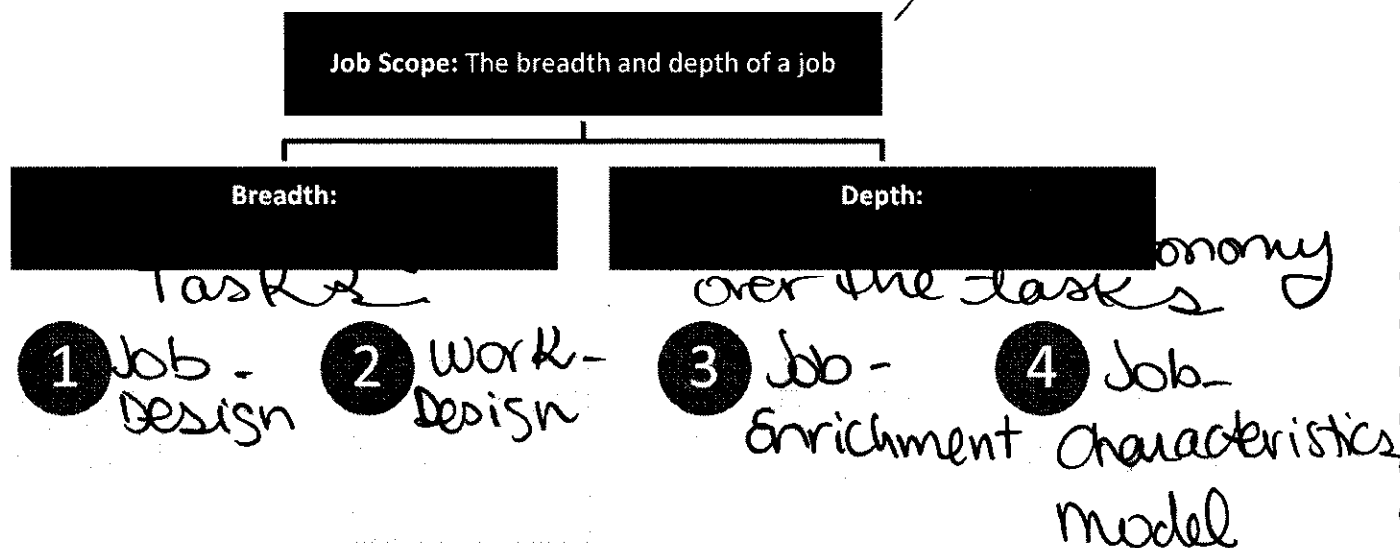
Defense mechanisms:

- Rationalization
- Projection
- Displacement

What organizations can do

(Chapter 6)

• **Job Redesign**



• **Family-Friendly HR Policies**

Flex-Time	Compressed Workweek	Job-Sharing	Tele-Working
Arrival and departure times are flexible	Fewer than 5 work days with same hours	Two part time employees do a full-time job	Employees work remotely but stay in touch using technology
Absenteeism and tardiness decrease, satisfaction and productivity increase	Reduces commuting, more personal time, no lasting productivity gains shown yet	Makes coordination difficult, no other data to support gains; can be used instead of layoffs	Lower turnover and office costs, higher productivity and work-life balance

• **Stress Management Programs**

- Programs that teach time management, meditation, biofeedback to control stress, thinking positively and realistically about sources of job stress

• **Work-Life Balance, Fitness, and Wellness Programs**

- Training programs in particular are associated with improved mood, better self-concept, reduced absenteeism, job satisfaction and performance.
- Can become a retention tool

MISCONCEPTIONS

1. Effective organizational leaders tend to possess identical personality traits

2. Nearly all workers prefer stimulating, challenging jobs

3. Managers have a very accurate idea about how much their peers and superiors are paid

A lot of secrecy by the way

4. Workers have a very accurate idea about how often they are absent from work

Perception ↔

5. Pay is the best way to motivate most employees and improve job performance

Intrinsic

6. Women are just as likely to become leaders in organizations as men

In reality, no.

↳ Role Congruity Theory

PRACTICE PROBLEMS

1. What is the correct sequence of events at the onset of stress?

- a. Stressor > Stress Reaction > Stress
- ~~b. Stress > Stressor > Burnout~~
- ~~c. Scarce Resources > Stressor > Stress Reaction~~
- d. Stressor > Stress > Stress Reaction
- e. None of the above

2. Which cause of stress occurs when an employee must face external organizations that may have different cultures and priorities that clash with theirs?

- a. Job Insecurity
- b. Role Ambiguity
- c. Role Overload
- d. Role Conflict
- e. Boundary Role

3. Britney recently started feeling overwhelmed because she has far too much work to accomplish with not enough time allocated by her manager. We can be sure that Britney is:

- a. experiencing burnout
- b. suffering from high work engagement
- c. a Type A personality
- d. experiencing role overload
- e. in a boundary role

4. When asked about his team's inability to meet their quarterly sales forecast, Justin broke out into laughter as he felt incredibly stressed and embarrassed by the situation. What defense mechanism is Jason exhibiting?

- ~~a. Projection~~
- b. Displacement
- c. Reaction formation
- ~~d. Compensation~~
- ~~e. Rationalization~~

5. Christina was upset that her boss cut her hours next week. When she saw the new schedule, she threw the water bottle against the wall and slammed the door on the way out of the break room. Christina is exhibiting:
- Projection
 - Reaction formation
 - Problem solving
 - Displacement
 - Rationalization
6. Which of the following strategies attempts to increase conflict in an organization:
- Reaction formation
 - Conflict management
 - Conflict adaptation
 - Conflict stimulation
 - Projection
7. You are arguing about who should do what in a group project and in what order the different components should be completed. What type of conflict is this an example of?
- Relationship Conflict
 - Task Conflict
 - Intergroup Bias
 - Process Conflict
 - Organizational Conflict
8. Jeremy keeps complaining about the huge workload that he has and how stressed he feels about it. What type of personality does Jeremy most likely have?
- Internal Locus of Control
 - Type A Behaviour
 - Type B Behaviour
 - High Negative Affectivity
 - External Locus of Control

9. Which conflict management style that maximizes both assertiveness and cooperation?
- avoiding
 - accommodating
 - compromise
 - collaborating
 - competing

