

Organizational Behavior

Groups and Teams

Chapter 1: What is OB?

Word	Meaning	Where to find
Manager	An individual who achieves goals through other people. They make decisions, allocate resources, and direct the activities of other to obtain goals.	Chapter 1 p. 44
Organization	A consciously coordinated social unit, composed of é or more people, that functions on a relatively continuous basis to achieve a common goal	Chapter 1 p. 44
Successful managers	Defined in terms of speed of promotion within organization	Chapter 1 p. 47
Effective managers	Defined in terms of quantity and quality of their performance and the satisfaction and commitment of employees	Chapter 1 p. 47
OB	A field of study that investigates the impact individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization’s effectiveness	Chapter 1 p. 48
Systematic study	Looking at relationships, attempting to attribute causes and effects, and drawing conclusions based on scientific evidence	Chapter 1 p. 49
EBM Evidence-based management	The basing of managerial decisions on the best available scientific evidence	Chapter 1 p. 49
Big data	The extensive use of statistical compilation and analysis. Accessibility to data helps to increase the organization’s ability to predict human behavioral trends.	Chapter 1 p. 51
Positive organizational scholarship	An area of OB that concerns how organizations develop human strengths, foster vitality and resilience, and unlock potential Eg. Engagement, hope, optimism, and resilience	Chapter 1 p. 61
Productivity	The combination of the effectiveness (the degree to which an organization meets the needs of its customers) and efficiency (the degree to which an organization can achieve its ends at low cost)	Chapter 1 p. 69
Planning	A process that includes defining goals, establishing strategy, and developing plans to coordinate activities	Chapter 1 p. 44
Organizing	Determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made	Chapter 1 p. 44
Leading	A function that includes motivating employees, directing others, selecting the most effective communication channels, and resolving conflicts	Chapter 1 p. 44
Controlling	Monitoring activities to ensure they are being accomplished as planned and correcting any significant deviations	Chapter 1 p. 44
Interpersonal roles	Figurehead role. Ex: handing out diplomas Leadership role. Hiring, training, motivating, disciplining employees Liason role. Contracting or fostering relationships with others who provide valuable information	Chapter 1 p. 45
Informational roles	Monitor role: collect information Disseminator role: transmit information to organizational members Spokesperson role: represent organization to outsiders	Chapter 1 p. 46

	Decisional roles	<i>Entrepreneur role:</i> managers initiate and oversee new projects that will improve their organization's performance <i>Disturbance handlers:</i> take corrective action in response to unforeseen problems <i>Resource allocators:</i> responsible for allocating human, physical, and monetary resources <i>Negotiator role:</i> discuss issues and bargain with other units	Chapter 1 p. 46
Management skills	Technical skills	The abilities to apply specialized knowledge or expertise	Chapter 1 p. 46
	Human skills	The ability to work with, understand, and motivate other people, both individually and in groups	Chapter 1 p. 46
	Conceptual skills	The mental ability to analyze and diagnose complex situations	Chapter 1 p. 46
Disciplines that contribute to OB field	Psychology	The science that seeks to measure, explain, and sometimes change the behavior of humans and other animals	Chapter 1 p. 53
	Social psychology	An area of psychology that blends concepts from psychology and sociology to focus on the influence of people on one another	Chapter 1 p. 54
	Sociology	The study of people in relation to their social environment or culture	Chapter 1 p. 54
	Anthropology	The study of societies to learn about human beings and their activities	Chapter 1 p. 54

Chapter 9: Foundations of group behavior

Word	Meaning	Where?
Cohesiveness	The degree to which group members are attracted to each other and are motivated to stay in the group. It affects the group productivity, which depend on the group's performance-related norms (see figure in slides). Encourage group cohesiveness (see book)	p. 331
Deviant workplace behavior	Voluntary behavior that violates significant organizational norms and, in so doing, threatens the well-being of the organization or its members. Also called <i>antisocial behavior</i> or <i>workplace incivility</i> .	p. 326
Diversity	The extent to which members of a group are similar to, or different from, one another. It appears to increase group conflict, often lowering group moral and raising dropout rates. Therefore, it is important to have a leader that can get the group to focus on the task at hand and encourage group learning to reduce these conflicts. Over time, diversity may help the members be more open-minded and creative and to do better. <i>Surface-level diversity:</i> observable characteristics such as national origin, race, and gender. This may cue team members to be more open-minded in their views. <i>Deep-level diversity:</i> unobservable characteristics, such as personality, attitudes, beliefs, values, and lifestyle One side effect of a diverse team is <i>faultlines</i> : the perceived divisions that split groups into two or more subgroups based on individual differences.	p. 331
Group	Two or more individuals, interacting and interdependent, who have come together to achieve particular objectives <i>Formal:</i> a designated workgroup defined by the organization's structure <i>Informal:</i> a group that is neither formally structured nor organizationally determined; appears in response to the need for social contact	p. 315
Groupshift	A change between the group's decision and an individual decision that a member within the group would made; the shift can be toward either conservatism or greater risk but it generally is toward a more extreme version of the group's original position.	p. 336
Groupthink	A phenomenon in which the norm for consensus overrides the realistic appraisal of alternative courses of action. It can dramatically hinder performance. Ways to minimize groupthink (see book)	p. 335

Ingroup favoritism	<p>Perspective in which we see members of our ingroup as better than other people, and people not in our group as all the same. Religion is one of the most powerful sources of ingroup-outgroup feelings.</p> <p><i>Outgroup</i>: the inverse of an ingroup, which can mean everyone outside the group, but more usually an identified other group</p>	p. 317
Interacting groups	<p>Typical groups in which members interact with each other face to face. But interacting groups can often censor themselves and pressure individual members toward conformity of opinion. To reduce this problem:</p> <p><i>Brainstorming</i>: an idea-generating process that specifically encourages any and all alternatives while withholding any criticism. Not very efficient; reason = production blocking</p> <p><i>Nominal group technique</i>: a group-decision making method in which individual members meet face to face to pool their judgements in a systematic but independent fashion. More effective. See steps taken in book. It permits the group to meet formally without restricting independent thinking.</p> <p>Nominal groups outperform brainstorming groups</p>	p. 336
Norms	<p>Acceptable standards of behavior within a group that are shared by the group's members.</p> <p><i>Corporate social responsibility (CSR)</i> initiatives: values to hold normative sway over employees</p> <p><i>Political correctness (PC)</i> norms</p> <p><i>Performance norms</i></p> <p><i>Appearance norms</i></p> <p><i>Social arrangement norms</i></p> <p><i>Resource allocation norms</i></p>	p. 322
Role	<p>A set of expected behavior patterns attributed to someone occupying a given position in a social unit</p> <p><i>Perception</i>: an individual's view of how he/she is supposed to act in a given situation</p> <p><i>Expectations</i>: how other believe a person should act in a given situation. We look at this through the perspective of <i>psychological contract</i>: an unwritten agreement (mutual expectations) that exists between employees and employers.</p> <p><i>Conflict</i>: a situation in which an individual is confronted by divergent role expectations.</p> <p><i>Interrole conflict</i>: a situation in which the expectations of an individual's different, separate groups are in opposition</p>	p. 319
Social identity theory	<p>Perspective that considers when and why individuals consider themselves members of groups. They have the tendency to personally invest in the accomplishments of a group. People have emotional reactions to the failure or success of their groups. To experience good outcomes from being in a group, such as better health and lower levels of depression, we need to feel our social identities are positive.</p> <p><i>Relational identification</i>: when we connect with others because of our roles</p> <p><i>Collective identification</i>: when we connect with the aggregate characteristics of our groups</p>	p. 315
Social identity threat	<p>Individuals believe that they will be personally negatively evaluated based on their association with a devalued group, and they may lose confidence and performance effectiveness</p>	p. 317
Social loafing	<p>The tendency for individuals to expend less effort when working collectively than when working individually. The group must believe the social loafer is acting in an exploitative manner. An explanation for social loafing is diffusion of responsibility: when the relationship between an individual's input and the group's output is clouded. The stronger an individual's work ethic, the less likely that person is to engage in social loafing. Also, the greater the level of conscientiousness and agreeableness in the group, the more likely that performance will remain high whether there is social loafing.</p> <p>Ways to prevent social loafing (see book and slides)</p>	p. 329

Status	A socially defined position or rank given to groups or group members by others. See status characteristics theory Groups generally form an informal status order based on ranking and command of needed resources. Culture also differ in their criteria for conferring status upon individuals. <i>Stigma by association</i> : effect that can result in negative opinions and evaluations of the person affiliated with the stigmatized individual, even if the association is brief and purely coincidental.	p. 327
Status characteristics theory	A theory that states that differences in status characteristics create status hierarchies within groups. Status tends to derive from 3 sources: <ol style="list-style-type: none"> 1. The power a person wields over others 2. A person's ability to contribute to a group's goals 3. An individual's personal characteristics 	p. 327

Chapter 10: Understanding work teams

Word	Meaning	Where?
Action teams	Teams with specialists engaged in intense, interdependent, and unpredictable tasks	p. 367
Cross-functional teams	Employees from about the same hierarchical level, but from different work areas, who come together to accomplish a task. Challenges: High need for coordination, and not simple to manage. Why? Powershifts occur as different expertise is needed; climate of trust needs to be developed; early stages of development are long; takes time to build trust and teamwork. Strength: the collaborative effort of individuals with diverse skills from a variety of disciplines	p.354
Mental modes	Team members' knowledge and beliefs about how the work gets done by the team. Particularly in action teams. To maintain shared mental modes, share conversation about what is happening while the team is in operation.	p. 366
Multiteam systems	A collection of two or more interdependent teams that share a superordinate goal; a team of teams. Best choice for when a team becomes too large. They perform better when there are boundary spanners: people whose jobs are to coordinate with members of the other subteams.	p. 355
Problem-solving teams	Groups of 5-12 employees from the same department who meet for a few hours each week to discuss ways of improving quality, efficiency, and the work environment. They rarely have the authority to unilaterally implement their suggestions, they can only make recommendations.	p. 353
Reflexivity	A team characteristic of reflecting on and adjusting the master plan when necessary	p. 365
Self-managed work teams	Groups of 10-15 people who take on responsibilities of their former supervisors. As a result, former supervisory positions take on decreased importance and are sometimes eliminated. They may be more or less effective based on the degree to which team-promoting behaviors are rewarded. Impact of conflict on self-managed work teams: some say teams are not effective when there is conflict, however, some believe that conflict can be beneficial and boost team performance.	p. 353
Team cohesion	A situation when team members are emotionally attached to one another and motivated toward the team because of their attachment	p. 367

Team effectiveness model	List of characteristics that make a team effective. Use it as a guide		p. 357
	Team context	Adequate resources Leadership and structure Climate of trust Performance evaluation and reward system	
	Team composition	Abilities of members Personality Allocating roles Diversity Cultural differences Size of teams Member preferences	
	Team process	Common purpose Specific goals Team efficacy Team identity Team cohesion Mental models Conflict levels Social loafing	
Team efficacy	A team's collective belief that they can succeed at their tasks		p. 365
Team identity	A team member's affinity for and sense of belongingness to his/her team		p. 367
Virtual teams	Teams that use computer technology to tie together physically dispersed members in order to achieve a common goal. They collaborate online, and nearly all teams do at least some of their work remotely. It may not interact along traditional hierarchical patterns. Because of the complexity of interactions, research indicates that shared leadership enhance team performance. Management should ensure that (1) trust is established, (2) progress is monitored closely, and (3) efforts and products are publicized throughout organization		p. 355
Work team	A group whose individual efforts result in performance that is greater than the sum of the individual inputs. The team is constructed to be purposeful in its member interaction. The extensive use of teams creates the potential for an organization to generate greater outputs, through positive synergy		p. 352
Workgroup	A group that interacts primarily to share information and to make decisions to help each group member perform within his or her area of responsibility No need to engage in collective work with joint effort No positive synergy that would create an overall level of performance greater than the sum of inputs Collection of individuals doing their work, albeit with interaction and/or dependency		p. 351

Inclusion and differentiation

Chapter 17: Performance evaluation & Leadership role of HR

Word	Meaning	Where?
360 degree evaluations	These provide performance feedback from the employee's full circle of daily contacts, from subordinates to customers to bosses to peers. This gives to everyone the sense of participation in the review process, increases employee accountability, and obtains more accurate readings on employee performance. Critics stress the risk of giving too much weight to people who don't know much of the employee's actual performance.	p. 615
BARS	Scales that combine major elements from the critical incident and graphic rating scale approaches. The appraiser rates the employees based on items along a continuum, but the points are examples of actual behavior on the given job rather than general descriptions or traits	p. 617

Citizenship	Actions that contribute to the psychological environment of the organization, such as helping others when not required	p. 614
Counterproductivity	Actions that actively damage the organization, including stealing, behaving aggressively toward coworkers, or being late or absent	p. 614
Critical incidents	A way of evaluating the behaviors that are key in making the difference between executing a job effectively and executing it ineffectively	p. 617
Due process	Can be applied to appraisals to increase the perception that employees are being treated fairly. Three features characterize due process systems: 1. Individuals are provided with adequate notice of what is expected of them 2. All evidence relevant to a proposed violation is aired in a fair hearing so the individual affected can respond 3. The final decision is based on the evidence and free of bias	p. 619
Forced comparison	Method of performance evaluation where an employee’s performance is made in explicit comparison to others <i>Group order ranking</i> : an evaluation method that places employees in to a particular classification <i>Individual ranking</i> : an evaluation method that rank-orders employees from best to worst	p. 617
Graphic rating scales	An evaluation method in which the evaluator rates performance factors on an incremental scale	p. 617
Negative leniency	Understate performance. The tendency for a rater's overall negative impression of an individual to influence performance ratings	p. 618
Performance evaluation	Purpose: • To make general HR decisions about promotions, transfers and terminations • Pinpoint employee skills and competencies • Provide feedback to employees • Basis for reward allocations Evaluate:	

Chapter 8: Using rewards, benefits, and intrinsic rewards to motivate employees

Word	Meaning	Where?
Bonus	A pay plan that rewards employees for recent performances rather than historical performance. When times are bad, firms can cut bonuses to reduce compensation costs. Advantage: motivating for workers. Disadvantage: leave employees' pay more vulnerable to cuts.	p. 299
Employee recognition program	A plan to encourage specific employee behaviors by formally appreciating specific employee contributions. Used to increase an employee's intrinsic motivation work, by simply giving recognition. This is a powerful workplace motivator. It is associated with self-esteem, self-efficacy, and job satisfaction. They are inexpensive. However, they are highly susceptible to political manipulation by mgmt.. Abuse can undermine the value of recognition programs and demoralize employees. Therefore, fairness must be assured.	p. 303
Employee stock ownership plan (ESOP)	A company-established benefits plan in which employees acquire stock, often at below-market prices, as part of their benefits. Effects: increase employee satisfaction and innovation (only when employees psychologically experience ownership), reduce unethical behavior Employees need to be kept regularly informed of the status of the business and have the opportunity to positively influence it in order to feel motivated toward higher personal performance.	p. 301
Flexibility benefits	A benefits plan that allows each employee to put together a benefits package individually tailored to his/her needs and situation. Advantage: increased employee retention, job satisfaction, and productivity, but does not replace salaries when it comes to motivation Disadvantage: more costly to administration, and identifying the motivational impact of different provisions is challenging	p. 302
Merit-based pay plan	A pay plan based on performance appraisal ratings. High performers get bigger raises. It perceives a strong relationship between performance and reward. Aside from a person's average level of performance, the projected level of future performance also plays a significant role. Managers of all organizations are unknowingly basing merit pay decisions on how they think employees will perform, which may result in overly optimistic (or pessimistic) pay decisions. Several limitations: <ul style="list-style-type: none"> • Based on an annual performance appraisal and thus are only valid as the performance ratings • Pay-raise pool of available funds fluctuates on economic or other conditions that have little to do with individual performance • Unions typically resist merit-pay plans 	p. 299
Pay secrecy	Pay secrecy has a detrimental effect on job performance. It increases employees' perception that pay is subjective, which can be demotivating	p. 297
Piece-rate pay	A pay plan in which workers are paid a fixed sum for each unit of production completed. It provides no base salary and pays the employee only for what he/she produces. It is known to produce higher productivity and wages, so that it can be attractive to organizations and motivating for workers. Risk-averse and high-performing individuals prefer individual piece-rate rather than team piece-rate, because they can take their chances on something they can control (their work), rather than having others slack in a team settings. Possible effects: decrease quality in order to increase speed of output, increase probability of injuries in workplace Disadvantage: not feasible for many jobs	p. 298

Profit-sharing plan	An organization-wide program that distributes compensation based on some established formula designed around a company's profitability. Compensation can be direct cash flows or allocations of stock options. Effects: higher levels of productivity, higher levels of employee commitment, positive effects on employee attitudes (greater feeling of psychological ownership), motivates individuals to higher job performance (in combination with pay-for-performance). Does not work when there is no reported profits (nonprofit organizations)	p. 300
Variable-pay program (pay-for-performance)	A pay plan that bases a portion of an employee's pay on some individual and/or organizational measure of performance. It is attractive, because it turns part of an organization's fixed labor costs into variable costs, thus reducing expenses when performance declines. Eg. Piece-rate, merit-based, bonus, profit-sharing, employee-stock ownership	p. 297

Chapter 11: The grapevine

Word	Meaning	Where?
The grapevine	An organization's informal communication network. Word-of-mouth information. Serves employees' needs: small talk creates a sense of closeness and friendship among those who share the information Gives managers a feel for the morale of their organization, identifies issues employees consider important, and helps them tap into employee anxieties. Managers learn more about how positive and negative information is flowing, and identify the influencers (small talkers).	p. 387

Ethics and Justice

Chapter 7 Equity/Organizational Justice

Word	Meaning	Where?
Distributive justice	Perceived fairness of the amount and allocation of rewards, such as pay and recognition, among individuals. In teams, it is best to differentiate the pay according to the input done by each member. Associated with task performance	p. 263
Equity theory	A theory that says that individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities. If we believe our ratio is equal to those with whom we compare ourselves, a state of equity exists and we perceive our situation as fair. 1. Six choices to make when equity is perceived: 2. Change inputs 3. Change outcomes 4. Distort perceptions of self 5. Distort perceptions of others 6. Choose different referent 7. Leave the field Concerns: <ul style="list-style-type: none"> Equities created by overpayment do not seem to significantly affect behavior Not everyone is equally equity-sensitive 	p. 262
Informational justice	The degree to which employees are provided truthful explanation for decisions. The more candid and detailed the managers are with employees, the more fairly treated those employees feel. Explanations for bad news are beneficial when they take the form of excuses rather than justification. Associated with citizen behavior	p. 265

Interpersonal justice	The degree to which employees are treated with dignity and respect. Managers may view treating employees politely and respectfully as 'soft', choosing more aggressive tactics out of a belief that doing so will be more motivating. Associated with citizen behavior	p. 265
Organizational justice	An overall perception of what is fair in the workplace, composed of distributive, procedural, informational, and interpersonal justice. Employees evaluate how fairly they are treated. Justice perceptions are most important to people in countries with individualistic, feminine, uncertainty avoidance and low power-distance values	p. 263
Procedural justice	The perceived fairness of the process used to determine the distribution of rewards. Employees perceive procedures are fairer when they are given a say in the decision-making process. It creates a sense of control and makes them feel empowered. Employees also perceive procedures as fairer when the decision-makers follow the 'rules': making decisions consistent, avoiding bias, using accurate information, acting ethically, and remaining open to appeals and correction. It's when outcomes are unfavorable that people pay close attention to the process. Associated with task performance	p. 264

Chapter 6 Ethics in Decision Making: the three ethical decision criteria

Word	Meaning	Where?
Behavioral ethics	Analyzing how people actually behave when confronted with ethical dilemmas.	p. 227
Broken windows theory	The idea that decayed and disorderly urban environments may facilitate criminal behavior because the signal antisocial norms	p. 227
Ethical criteria	<ol style="list-style-type: none"> 1. Utilitarianism 2. Make decisions consistent with fundamental liberties and privileges 3. Impose and enforce rules fairly and impartially 	p. 226
Increase ethical decision making	<ol style="list-style-type: none"> 1. Broken window theory 2. Encourage conversations about moral issues 3. Be aware of moral 'blind spots' 	p. 227
Moral blind spots	The tendency to see ourselves as more moral than we are and others as less moral than they are	p. 227
Utilitarianism	A system in which decisions are made solely on their outcomes to provide the greatest good for the greatest number. It is consistent with goals such as efficiency, productivity, and high profits. Public concern about individual rights and social justice suggests managers should develop ethical standards based on non-utilitarianism criteria. Solution: CSR	p. 226
Whistle-blowers	Individuals who report unethical practices by their employer to outsiders. They are protected by the second ethical criteria.	p. 226

Chapter 16 The ethical dimension of culture

Word	Meaning	Where?
Caring ethical climate	Managers may operate under the expectation that their decisions will positively affect the greatest number of stakeholders Positive: greater job satisfaction, reduce workplace bullying, reduce dysfunctional behavior, reduce employee turnover intentions	p. 369
Ethical climate index (ECI)	To categorize and measure the ethical dimensions of organizational cultures. To understand the context of ethical drivers in organizations	p. 369

Ethical climate theory (ECT)	5 ECT categories: instrumental, caring, independence, law and code, and rules. Each explain the general mindset, expectations, and values of the managers and employees in relationship to their organization. To determine not only how ethical climates behave, but also how they might be fostered	p. 369
Ethical work climate (EWC)	The shared concept of right and wrong behavior in the workplace that reflects the true values of the organization and shapes the ethical decision making of its members	p. 369
Independence ethical climate	Rely on each individual's personal moral ideas to dictate his/her workplace behavior Positive: greater job satisfaction, reduce workplace bullying, reduce dysfunctional behavior, reduce employee turnover intentions	p. 370
Instrumental ethical climate	Managers may frame their decision making around the assumption that employees are motivated by self-interest Negative: reduced employee job satisfaction and organizational commitment, turnover intentions Positive: reduce workplace bullying, and deviant behavior, may foster individual-level successes	p. 369
Law and code ethical climate	Require managers and employees to use and external standardized moral compass Positive: greater job satisfaction, reduce workplace bullying, reduce dysfunctional behavior, reduce employee turnover intentions	p. 370
Rules ethical climate	Tend to operate by internal standardized expectations from an organization's policy manual Positive: greater job satisfaction, reduce workplace bullying, reduce dysfunctional behavior, reduce employee turnover intentions	p. 370

Impression formation and discrimination

Chapter 6 Perception

Word	Meaning	Where?																								
Perception	<p>A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment</p> <p>Factors that influence perception:</p> <table> <tr> <td>In the perceiver</td><td>In the target</td><td>In the situation</td></tr> <tr> <td>Attitudes</td><td>Novelty</td><td>Time</td></tr> <tr> <td>Motives</td><td>Motion</td><td>Work setting</td></tr> <tr> <td>Interests</td><td>Sounds</td><td>Social setting</td></tr> <tr> <td>Experience</td><td>Size</td><td></td></tr> <tr> <td>Expectations</td><td>Background</td><td></td></tr> <tr> <td></td><td>Proximity</td><td></td></tr> <tr> <td></td><td>Similarity</td><td></td></tr> </table>	In the perceiver	In the target	In the situation	Attitudes	Novelty	Time	Motives	Motion	Work setting	Interests	Sounds	Social setting	Experience	Size		Expectations	Background			Proximity			Similarity		p. 209
In the perceiver	In the target	In the situation																								
Attitudes	Novelty	Time																								
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Interests	Sounds	Social setting																								
Experience	Size																									
Expectations	Background																									
	Proximity																									
	Similarity																									
Attribution theory	<p>An attempt to determine whether an individual's behavior is internally or externally caused. It tries to explain the ways we judge people differently, depending on the meaning we attribute to a behavior.</p> <p>Internally: under personal behavioral control of another individual</p> <p>Externally: what the situation forced the individual to do</p> <p>Three factors: Distinctiveness, Consensus, Consistency</p> <p>Problems: fundamental attribution error, self-serving bias</p>	p. 211																								
Distinctiveness	Refers to whether an individual displays different behaviors in different situations	p. 211																								
Consensus	If everyone who faces a similar situation responds in the same way	p. 211																								
Consistency	Does the person respond the same way over time?	p. 211																								
Fundamental attribution error	The tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgements about the behavior of others	p. 212																								

Self-serving bias	The tendency for individuals to attribute their own successes to internal factors and put the blame for failures on external factors	p. 212
Selective perception	The tendency to selectively interpret what one sees on the basis of one's interests, background, experience, and attitudes	p. 213
Halo effect	The tendency to draw a general impression about an individual on the basis of single characteristic	p. 214
Contrast effect	Evaluation of a person's characteristics that is affected by comparisons with other people recently encountered who rank higher or lower on the same characteristic	p. 214
Stereotyping	Judging someone on the basis of one's perception of the group to which that person belongs	p. 214
Self-fulfilling prophecy Pygmalion effect	A situation in which a person inaccurately perceives a second person, and the resulting expectations cause the second person to behave in ways consistent with the original perception	p. 215
Decisions	Choices made from among two or more alternatives	p. 216
Problem	A discrepancy between the current state of affairs and some desired state	p. 216

Chapter 13: Impression Management

Word	Meaning	Where?
High-self monitor	Good at reading situations and molding their appearance and behavior to fit each situation	p. 479
Impression management (IM)	The process by which individuals attempt to control the impression others form of them. The impression manager must be cautious not be perceived as insincere or manipulative.	p. 479
Low-self monitor	Tend to present images of themselves that are consistent with their personalities, regardless of the beneficial or detrimental effects for them	p. 479

Chapter 13: Sexual harassment: Unequal power in the workplace

Word	Meaning	Where?
Sexual harassment	Any unwanted activity of a sexual nature that affects an individual's employment and creates a hostile work environment	p. 470

Chapter 2: Diversity in organizations

Word	Meaning	Where?
Ability	An individual's capacity to perform the various tasks in a job	p. 96
Age	<p>Stereotype: behind the times, grumpy, inflexible, less adaptable and less motivated to learn new technology</p> <p>Positive qualities: experience, judgment, strong work ethic, commitment to quality</p> <p>Effect</p> <ul style="list-style-type: none"> • Turnover: the older you are, the less likely you are to quit your job, because your skills have become more specialized • Absenteeism: older employees have lower rates of avoidable absence • Job performance: no relation; there is a conception that creativity lessens as people age • Satisfaction: cultural assumption that older people are more prone to depression and loneliness, however studies show that positive moods increase with age • Job satisfaction: older workers tend to be more satisfied, report better relationships with coworkers, and are more committed to the organization 	p. 86

Biographical characteristics	Personal characteristics – age, gender, race, and length of tenure – that are objective and easily obtained from personnel records. These characteristics are representative of surface-level diversity	p. 86
Deep-level diversity	Differences in values, personality and work preferences that become progressively more important for determining similarity as people get to know one another	p. 82
Disabilities	A person is disabled when he/she has any physical or mental impairment that substantially limits one or more major life activities.	p. 90
Discrimination	Noting of a difference between things; often we refer to unfair discrimination, which means making judgements about individuals based in stereotypes regarding their demographic group Examples and forms = p. 85 Effect: reduced productivity and organized citizenship behavior (OCB), more conflict, increased turnover, increased risk-taking behavior One of the primary factors that prevent diversity	p. 83
Diversity management	The process and programs by which managers make everyone more aware of and sensitive to the needs and differences of others	p. 98
General mental ability (GMA)	An overall factor of intelligence as suggested by the possible correlations among specific intellectual ability dimensions	p. 96
Hidden disabilities	When employees do not disclose their disabilities.	p. 91
Intellectual abilities	The capacity to do mental activities – thinking, reasoning, and problem solving. Dimensions: number aptitude, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, spatial visualization, memory Wonderlic Cognitive Ability Test: measure both speed and power. Most widely used in hiring procedure. Although intelligent people perform better and tend to have more interesting jobs, they are also more critical when evaluating their job conditions	p. 96
Maternal wall bias	Working mothers are often not considered for new positions after they have children	p. 89
Physical abilities	The capacity to do tasks that demand stamina, dexterity, strength, and similar characteristics 9 basic abilities: p. 98	p. 97
Positive diversity climate	In an organization, an environment of inclusiveness and an acceptance of diversity. This leads to increased sales and organizational performance	p. 90
Race and ethnicity	Race: the heritage people use to identify themselves Ethnicity: the additional set of cultural characteristics that often overlap with race	p. 89
Sex	The difference between men and women regarding job performance is relatively small. Studies have shown that women scored slightly higher on performance measures, and that men and women are equally effective as leaders. However, there still exists a gender bias.	p. 88
Stereotype threat	The degree to which we internally agree with the generally negative stereotypical perceptions of out groups Effect on people: <ul style="list-style-type: none"> • May unconsciously exaggerate the stereotype • May over-identify with the stereotype • May over-compensate for the stereotype that they feel • May perform differently when reminded of their stereotyped group Effect in workplace: lower performance, lower satisfaction, negative job attitudes, decreased engagement, higher absenteeism, more health issues, and higher turnover intentions	p. 84
Stereotyping	Judging someone on the basis of our perception of the group to which that person belongs	p. 84

Surface-level diversity	Differences in easily perceived characteristics, such as gender, race, ethnicity, age or disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes	p. 82
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Leadership

Chapter 12: Leadership

Word	Meaning	Where?
Attribution theory of leadership	A leadership theory that says that leadership is merely an attribution that people make about other individuals. It suggests what's important is projecting the appearance of being a leader rather than focusing on actual accomplishments.	p. 444
Authentic leaders	Leaders who know who they are, know what they believe in and value, and act on those values and beliefs openly and candidly. Their followers would consider them ethical people.	p. 437
Behavioral theories of leadership	Theories proposing that specific behaviors differentiate leaders from nonleaders. it implies that we can train people to be leaders.	p. 423
Big five	<ul style="list-style-type: none"> • Extraversion • Conscientiousness • Openness • Agreeableness • Emotional stability 	p. 421
Charismatic leadership theory	A leadership theory that states that followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors	p. 430
Consideration	The extent to which a leader is likely to have job relationships characterized by mutual trust, respect subordinates' ideas, and regard for their feelings	p. 423
Dark side personality traits	<ul style="list-style-type: none"> • Machiavellianism • Narcissism • Psychopathy 	p. 421
Emotional intelligence (EI)	The capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically (eg. Empathy)	p. 422
Fiedler contingency model	The theory that effective groups depend on a proper match between leader's style of interacting with subordinates and the degree to which the situation gives control and influence to the leader Model: p. 426	p. 425
Full range of leadership model	A model that depicts seven management styles on a continuum: laissez-faire, management by exception, contingent reward leadership, individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence	p. 433
Identification-based trust	Trust based on a mutual understanding of each other's intentions and appreciation of each other's wants and desires	p. 446
Initiating structure	The extent to which a leader is likely to define and structure his/her role and those of subordinates in the search for goal attainment	p. 423
Leader-member exchange (LMX) theory	A theory that supports leaders' creation of ingroups and outgroups; subordinates with ingroup status will have higher performance ratings, less turnover, and greater job satisfaction	p. 428
Leader-member relations	The degree of confidence, trust, and respect subordinates have in their leader	p. 425
Leader-participation model	A leadership theory that provides a set of rules to determine the form and amount of participative decision making in different situations	p. 427

Least preferred coworker (LPC) questionnaire	An instrument that purports to measure whether a person is task or relationship oriented	p. 425
Mentor	A senior employee who sponsors and supports a less-experienced employee, called a protégé.	p. 443
Neutralizers	Attributes that make it impossible for leader behavior to make any difference to follower outcomes	p. 445
Path-goal theory	A theory that states that it is the leader's job to assist followers in attaining their goals and to provide the necessary direction and/or support to ensure that their goals are compatible with the overall objectives of the group or organization	p. 427
Position power	Influence derived from one's formal structural position in the organization; includes power to hire, fire, discipline, promote, and give salary increases	p. 425
Servant leadership	A leadership style marked by going beyond the leader's own self-interest and instead focusing on opportunities to help followers grow and develop	p. 440
Situational leadership theory (SLT)	A contingency theory that focuses on followers' readiness. It acknowledges the importance of followers and builds on the logic that leaders can compensate for followers' limited ability and motivation.	p. 426
Socialized charismatic leadership	A leadership that states that leaders convey values that are the other-centered versus self-centered and who role-model ethical conduct	p. 438
Substitutes	Attributes, such as experience and training, that can replace the need for a leader's support or ability to create structure	p. 445
Task structure	The degree to which job assignments are produced	p. 425
Trait theories of leadership	Theories that consider personal qualities and characteristics that differentiate leaders from nonleaders. Traits can predict leadership, in the sense that they can predict the emergence of a leader.	p. 421
Transactional leaders	Leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements	p. 432
Transformational leaders	Leaders who inspire followers to transcend their own self-interests and who are capable of having a profound and extraordinary effect on followers	p. 433
Trust	A positive expectation that another will not act opportunistically Key characteristics <ul style="list-style-type: none"> • Integrity: honesty and truthfulness • Benevolence: trusted persons have your interests at heart • Ability: encompasses an individual's technical and interpersonal knowledge and skills Trust propensity: how likely an employee is to trust a leader	p. 440
Vision	A LT strategy for attaining a goal or goals	p. 431
Vision statement	A formal articulation of an organization's vision or mission	p. 431

Decision-making and irrationality

Chapter

Word	Meaning	Where?
Anchoring bias	A tendency to fixate on initial information, from which one then fails to adequately adjust for subsequent information.	p. 220
Availability bias	The tendency for people to base their judgements on information that is readily available to them	p. 221

Bounded rationality	A process of making decisions by constructing simplified models that extract the essential features from problems without capturing all their complexity; because humans cannot formulate and solve complex problems with full rationality. The solution represents a satisfying choice – the first acceptable one we encounter – rather than an optimal one.	p. 218
Confirmation bias	The tendency to seek out information that reaffirms past choices and to discount information that contradicts past judgements	p. 221
Escalation of commitment	An increased commitment to a previous decision in spite of negative information	p. 221
Hindsight bias	The tendency to believe falsely, after an outcome of an event is actually known, that one would have accurately predicted that outcome	p. 222
Intuitive decision making	An unconscious process created out of distilled experience. Least rational way of making decisions. It occurs outside conscious thought, relies on holistic associations (links between disparate pieces of information), is fast, and is affectively charged (engages the emotions).	p. 219
Overconfidence bias	The tendency of being overconfident about our abilities and the abilities of others, without being aware of this bias.	p. 220
Randomness error	The tendency of individuals to believe that they can predict the outcome of random events. Eg. Turning imaginary patterns into superstitions	p. 222
Rational	Characterized by making consistent, value-maximizing choices within specified constraints	p. 217
Rational decision-making model	A decision-making model that describes how individuals should behave in order to maximize some outcome. This six-step model assumes that the decision maker has complete information, is able to identify all relevant options in an unbiased manner, and chooses the option with the highest utility.	p. 217
Risk aversion	The tendency to prefer a sure pain of a moderate amount over a riskier outcome, even if the riskier outcome might have a higher payoff Contra = risk preference	p. 222
Risk preference	People take chances when trying to prevent a negative outcome Contra = risk aversion	p. 222

Engagement and meaningfulness

Chapter 18: Stress at Work

Word	Meaning	Where?
Allostasis	Working to change behavior and attitudes to find stability.	p. 661
Challenge stressors	Stressors associated with workload, pressure to complete tasks, and time urgency	p. 660
Demands	Responsibilities, pressures, obligations, and even uncertainties that individuals face in the workplace	p. 661
Hindrance stressors	Stressors that keep you from reaching your goals (eg. Red tape, office politics, confusion over job responsibilities)	p. 661
Resources	Things within an individual's control that can be used to resolve demands	p. 661

Stress	<p>An unpleasant psychological process that occurs in response to environmental pressures. It is a dynamic condition in which an individual is confronted with an opportunity, demand, or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important.</p> <p>Positive: supply you with stress hormones to cope, use stress to rise to the occasion and perform at maximum, positive challenges</p> <p>Negative: harmful, may hinder progress, struggle to speak and think logically, burnout</p> <p>Consequences:</p> <ul style="list-style-type: none"> • Physiological: changes in metabolism, increase heart and breathing rates and blood pressure, bring on headaches, induce heart attacks, higher levels of coronary heart disease, poor health • Psychological: job dissatisfaction, tension, anxiety, irritability, boredom, procrastination, lower emotional well-being • Behavioral: reductions in productivity, increase in absences and turnover, changes in eating habits, increased smoking and drinking, rapid speech, fidgeting, sleep disorders <p>How to manage = pp. 668-671</p>	p. 659
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Chapter 7 Job engagement

Word	Meaning	Where?
Job engagement	<p>The investment of an employee's physical, cognitive, and emotional energies into job performance</p> <p>More likely to be engaged</p> <ul style="list-style-type: none"> • The degree to which an employee believes it is meaningful to engage in work • A match between the individual's values and those of the organization <p>Dark side: it is possible individuals might grow so engaged in their work roles that family responsibilities become an unwelcomed intrusion; can also lead to loss of perspective and burnout</p>	p. 269

Chapter 3: Attitudes and Job Satisfaction

Word	Meaning	Where?
Attitudes	<p>Evaluative statements or judgements concerning objects, people, or events</p> <p>Cognitive component: the opinion or belief segment of an attitude</p> <p>Affective component: the emotional or feeling segment of an attitude</p> <p>Behavioral component: an intention to behave a certain way toward someone or something</p>	p. 113
Cognitive dissonance	Any incompatibility between two or more attitudes or between behavior and attitudes	p. 114
Core self-evaluation (CSE)	Believing in one's inner worth and basic competence	p. 122
Corporate social responsibility (CSR)	An organization's self-regulated actions to benefit society or the environment beyond what is required by law	p. 123
Counterproductive work behavior (CWB)	Actions that actively damage the organization, including stealing, behaving aggressively toward coworkers, or being late or absent. The behaviors often follow negative and sometimes longstanding attitudes.	p. 127
Employee engagement	An individual's involvement with, satisfaction with, and enthusiasm for the work he/she does	p. 117

Job dissatisfaction	A negative feeling about one’s job. Predicts CWB. 4 responses = exit-voice-loyalty-neglect framework <ul style="list-style-type: none">Exit: dissatisfaction expressed through behavior directed toward leaving the organizationVoice: dissatisfaction expressed through active and constructive attempts to improve conditionsLoyalty: dissatisfaction expressed by passively waiting for conditions to improveNeglect: dissatisfaction expressed through allowing conditions to worsen	p. 126
Job involvement	The degree to which a person identifies with a job, actively participates in it, and considers performance important to self-worth	p. 116
Job satisfaction	A positive feeling about one’s job resulting from an evaluation of its characteristics Two methods used to measure: 1. The single global rating 2. The summation of job facets Causes <ul style="list-style-type: none">Job conditionsPersonalityPayCSR Corporate Social Responsibility Outcomes <ul style="list-style-type: none">Job performanceOCB Organizational Citizenship BehaviorCustomer satisfactionLife satisfaction	p. 116
Organizational citizenship behavior (OCB)	OCBs include people talking positively about their organizations, helping others, and going beyond the normal expectations of their jobs. Job satisfaction leads to OCB for a number of reasons: trust, personality, and positive feedback	p. 124
Organizational commitment	The degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization	p. 116
Perceived organizational support (POS)	The degree to which employees believe an organization values their contribution and cares about their well-being	p. 116
Power distance	The degree to which people in a country accept that power in institutions and organizations is distributed unequally	p. 117
Psychological empowerment	Employees’ belief in the degree to which they affect their work environment, their competence, the meaningfulness of their job, and their perceived autonomy in their work	p. 116