Organizational behaviour

An interdisciplinary field dedicated to the study of how individuals and groups tend to act in organizations.

Organizational citizenship

Work behaviour that goes beyond job requirements and contributes as needed to the organization’s success.

Attitude

A cognitive and affective evaluation that predisposes a person to act in a certain way.

Job satisfaction

A positive attitude toward one’s job.
Organizational commitment: Loyalty to and heavy involvement in one’s organization.

Cognitive dissonance: A condition in which two attitudes or a behaviour and an attitude conflict.

Perception: The cognitive process people use to make sense out of the environment by selecting, organizing and interpreting information.

Perceptual selectivity: The process by which individuals screen and select the various stimuli that vie for their attention.
Errors in perceptual judgement that arise from inaccuracies in any part of the perceptual process.

An overall impression of a person or situation based on one characteristic, either favourable or unfavourable.

The tendency to assign an individual to a group or broad category and then attribute generalizations about the group to the individual.

The tendency to see one’s own personal traits in other people.
The tendency of perceivers to protect themselves by disregarding ideas, objects or people that are threatening to them.

The tendency to underestimated the influence of external factors on another’s behaviour and to overestimate the influence of internal factors.

Judgements about what caused a person’s behaviour – either characteristics of the person or of the situation.

The tendency to overestimate the contribution of internal factors to one’s successes and the contribution of external factors to one’s failures.
<table>
<thead>
<tr>
<th>Personality</th>
<th>Locus of control</th>
</tr>
</thead>
<tbody>
<tr>
<td>The set of characteristics that underlie a relatively stable pattern of behaviour in response to ideas, objects or people in the environment.</td>
<td>The tendency to place the primary responsibility for one’s success or failure either within oneself (internally) or on outside forces (externally).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Big Five personality factors</th>
<th>Authoritarianism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dimensions that describe an individual’s extroversion, agreeableness, conscientiousness, emotional stability and openness to experience.</td>
<td>The belief that power and status differences should exist within the organization.</td>
</tr>
</tbody>
</table>
Machiavellianism: The tendency to direct much of one’s behaviour toward the acquisition of power and the manipulation of other people for personal gain.

Person–job fit: The extent to which a person’s ability and personality match the requirements of a job.

Myers–Briggs Type Indicator (MBTI): Personality test that measures a person’s preference for introversion vs. extroversion, sensation vs. intuition, thinking vs. feeling, and judging vs. perceiving.

Learning: A change in behaviour or performance that occurs as the result of experience.
Stress

A physiological and emotional response to stimuli that place physical or psychological demands on an individual.

Type A behaviour

Behaviour pattern characterized by extreme competitiveness, impatience, aggressiveness and devotion to work.

Type B behaviour

Behaviour pattern that lacks Type A characteristics and includes a more balanced, relaxed lifestyle.

Role ambiguity

Uncertainty about what behaviours are expected of a person in a particular role.
Role conflict: Incompatible demands of different roles.

Humility: Being unpretentious and modest rather than arrogant and prideful.

Leadership: The ability to influence people toward the attainment of organizational goals.

Interactive leadership: A leadership style characterized by values such as inclusion, collaboration, relationship building and caring.
<table>
<thead>
<tr>
<th>Traits</th>
<th>Consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distinguishing personal characteristics, such as intelligence, values and appearance.</td>
<td>A type of behaviour that describes the extent to which the leader is sensitive to subordinates, respects their ideas and feelings, and establishes mutual trust.</td>
</tr>
<tr>
<td>Initiating structure</td>
<td>A type of leader behaviour that describes the extent to which the leader is task oriented and directs subordinate work activities toward goal attainment.</td>
</tr>
<tr>
<td>Leadership grid</td>
<td>A two-dimensional leadership theory that measures the leader’s concern for people and for production.</td>
</tr>
<tr>
<td>Contingency approach</td>
<td>A model of leadership that describes the relationship between leadership styles and specific organizational situations.</td>
</tr>
<tr>
<td>----------------------</td>
<td>---------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Path–goal theory</td>
<td>A contingency approach to leadership specifying that the leader’s responsibility is to increase subordinates’ motivation by clarifying the behaviours necessary for task accomplishment and rewards.</td>
</tr>
<tr>
<td>Situational theory</td>
<td>A contingency approach to leadership that links the leader’s behavioural style with the task readiness of subordinates.</td>
</tr>
<tr>
<td>Substitute</td>
<td>A situational variable that makes a leadership style unnecessary or redundant.</td>
</tr>
</tbody>
</table>
A situational variable that counteracts a leadership style and prevents the leader from displaying certain behaviours.

A leader who has the ability to motivate subordinates to transcend their expected performance.

A leader who clarifies subordinates’ role and task requirements, initiates structure, provides rewards and displays consideration for subordinates.

An attractive, ideal future that is credible yet not readily attainable.
Transformational leader

A leader distinguished by a special ability to bring about innovation and change.

Influence

The effect a person’s actions have on the attitudes, values, beliefs, or behaviour of others.

Power

The potential ability to influence others’ behaviour.

Legitimate power

Power that stems from a formal management position in an organization and the authority granted to it.
Reward power
Power that results from the authority to bestow rewards on other people.

Expert power
Power that stems from special knowledge of or skill in the tasks performed by subordinates.

Coercive power
Power that stems from the authority to punish or recommend punishment.

Referent power
Power that results from characteristics that command subordinates’ identification with, respect and admiration for, and desire to emulate the leader.
A leader who works to fulfill subordinates’ needs and goals as well as to achieve the organization’s larger mission.

The ability to step forward through fear and act on one’s values and conscience.

Distinguishing right from wrong and choosing to do right in the practice of leadership.

The arousal, direction, and persistence of behaviour.
Intrinsic reward

The satisfaction received in the process of performing an action.

Extrinsic reward

A reward given by another person.

Content theories

A group of theories that emphasize the needs that motivate people.

Hierarchy of needs theory

A content theory that proposes that people are motivated by five categories of needs – physiological, safety, belongingness, esteem and self-actualization – that exist in a hierarchical order.
A modification of the needs hierarchy theory that proposes three categories of needs: existence, relatedness and growth.

Factors that involve the presence or absence of job dissatisfiers, including working conditions, pay, company policies and interpersonal relationships.

The idea that failure to meet a high-order need may cause a regression to an already satisfied lower-order need.

Factors that influence job satisfaction based on fulfilment of high-level needs such as achievement, recognition, responsibility and opportunity for growth.
Process theories

A group of theories that explain how employees select behaviours with which to meet their needs and determine whether their choices were successful.

Equity

A situation that exists when the ratio of one person’s outcomes to inputs equals that of another’s.

Equity theory

A process theory that focuses on individuals’ perceptions of how fairly they are treated relative to others.

Expectancy theory

A process theory that proposes that motivation depends on individuals’ expectations about their ability to perform tasks and receive desired rewards.
<table>
<thead>
<tr>
<th>E→P expectancy</th>
<th>Expectancy that putting effort into a given task will lead to high performance.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valence</td>
<td>The value or attraction an individual has for an outcome.</td>
</tr>
<tr>
<td>P→O expectancy</td>
<td>Expectancy that successful performance of a task will lead to the desired outcome.</td>
</tr>
<tr>
<td>Goal-setting theory</td>
<td>A motivation theory in which specific, challenging goals increase motivation and performance when the goals are accepted by subordinates and these subordinates receive feedback to indicate their progress toward goal achievement.</td>
</tr>
</tbody>
</table>
A motivation theory based on the relationship between a given behaviour and its consequences.

The assumption that positively reinforced behaviour tends to be repeated, and unreinforced or negatively reinforced behaviour tends to be inhibited.

The set of techniques by which reinforcement theory is used to modify human behaviour.

Anything that causes a given behaviour to be repeated or inhibited.
<table>
<thead>
<tr>
<th>Schedule of reinforcement</th>
<th>The frequency with which and intervals over which reinforcement occurs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partial reinforcement schedule</td>
<td>A schedule in which only some occurrences of the desired behaviour are reinforced.</td>
</tr>
<tr>
<td>Continuous reinforcement schedule</td>
<td>A schedule in which every occurrence of the desired behaviour is reinforced.</td>
</tr>
<tr>
<td>Job design</td>
<td>The application of motivational theories to the structure of work for improving productivity and satisfaction.</td>
</tr>
</tbody>
</table>
Job simplification

A job design whose purpose is to improve task efficiency by reducing the number of tasks a single person must do.

Job enlargement

A job design that combines a series of tasks into one new, broader job to give employees variety and challenge.

Job rotation

A job design that systematically moves employees from one job to another to provide them with variety and stimulation.

Job enrichment

A job design that incorporates achievement, recognition and other high-level motivators into the work.
The altering of jobs to increase both the quality of employees’ work experience and their productivity.

The delegation of power and authority to subordinates.

A model of job design that comprises core job dimensions, critical psychological states and employee growth-need strength.

Dialogue across boundaries and hierarchical levels about the team or organization’s vision, critical strategic themes and the values that help achieve important goals.

Work redesign

Empowerment

Job characteristics model

Strategic conversation
<table>
<thead>
<tr>
<th>Communication</th>
<th>Message</th>
<th>Channel</th>
<th>Encode</th>
</tr>
</thead>
<tbody>
<tr>
<td>The process by which information is exchanged and understood by two or more people, usually with the intent to motivate or influence behaviour.</td>
<td>The tangible formulation of an idea to be sent to a receiver.</td>
<td>The carrier of a communication.</td>
<td>To select symbols with which to compose a message.</td>
</tr>
<tr>
<td>Decode</td>
<td>Feedback</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>----------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Channel richness</td>
<td>A response by the receiver to the sender’s communication.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To translate the symbols used in a message for the purpose of interpreting its meaning.</td>
<td>Electronic communication that allows users to see who is connected to a network and share information instantly.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The amount of information that can be transmitted during a communication episode.</td>
<td>Instant messaging (IM)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Communication apprehension

An individual’s level of fear or anxiety associated with interpersonal communications.

Listening

The skill of receiving messages to accurately grasp facts and feelings to interpret the genuine meaning.

Non-verbal communication

A communication transmitted through actions and behaviours rather than through words.

Formal communication channel

A communication channel that flows within the chain of command or task responsibility defined by the organization.
Downward communication: Messages sent from top management down to subordinates.

Horizontal communication: The lateral or diagonal exchange of messages among peers or co-workers.

Upward communication: Messages transmitted from the lower to the higher levels in the organization’s hierarchy.

Centralized network: A team communication structure in which team members communicate through a single individual to solve problems or make decisions.
Decentralized network

A team communication structure in which team members freely communicate with one another and arrive at decisions together.

Personal networking

The acquisition and cultivation of personal relationships that cross departmental, hierarchical and even organizational boundaries.

Personal communication channels

Communication channels that exist outside the formally authorized channels and do not adhere to the organization’s hierarchy of authority.

Grapevine

An informal, person-to-person communication network of employees that is not officially sanctioned by the organization.
Management by wandering around (MBWA)

A communication technique in which managers interact directly with workers to exchange information.

Dialogue

A group communication process aimed at creating a culture based on collaboration, fluidity, trust and commitment to shared goals.

Open communication

Sharing all types of information throughout the company, across functional and hierarchical levels.

Semantics

The meaning of words and the way they are used.
<table>
<thead>
<tr>
<th>Team</th>
<th>Formal team</th>
</tr>
</thead>
<tbody>
<tr>
<td>A unit of two or more people who interact and coordinate their work to accomplish a specific goal.</td>
<td></td>
</tr>
<tr>
<td>A team created by the organization as part of the formal organization structure.</td>
<td></td>
</tr>
<tr>
<td>Vertical team</td>
<td>Horizontal team</td>
</tr>
<tr>
<td>A formal team composed of a manager and his or her subordinates in the organization’s formal chain of command.</td>
<td></td>
</tr>
<tr>
<td>A formal team composed of employees from about the same hierarchical level but from different areas of expertise.</td>
<td></td>
</tr>
</tbody>
</table>
Committee
A long-lasting, sometimes permanent team in the organization structure created to deal with tasks that recur regularly.

Problem-solving team
Typically five to 12 hourly employees from the same department who meet to discuss ways of improving quality, efficiency, and the work environment.

Special-purpose team
A team created outside the formal organization to undertake a project of special importance or creativity.

Self-directed team
A team consisting of five to 20 multi-skilled workers who rotate jobs to produce an entire product or service, often supervised by an elected member.
A team made up of members who are geographically or organizationally dispersed, rarely meet face to face and do their work using advanced information technologies.

A person who benefits from team membership but does not make a proportionate contribution to the team’s work.

A work team made up of members of different nationalities whose activities span multiple countries; may operate as a virtual team or meet face-to-face.

A role in which the individual devotes personal time and energy to helping the team accomplish its task.
A role in which the individual provides support for team members’ emotional needs and social unity.

A role in which the individual contributes little to either the task or members’ socioemotional needs.

A role in which the individual both contributes to the team’s task and supports members’ emotional needs.

The stage of team development characterized by orientation and acquaintance.
The stage of team development in which individual personalities and roles, and resulting conflicts, emerge.

The stage of team development in which members focus on problem solving and accomplishing the team’s assigned task.

The stage of team development in which conflicts developed during the storming stage are resolved and team harmony and unity emerge.

The stage of team development in which members prepare for the team’s disbandment.
Team cohesiveness: The extent to which team members are attracted to the team and motivated to remain in it.

Conflict: Antagonistic interaction in which one party attempts to thwart the intentions or goals of another.

Groupthink: The tendency for people to be so committed to a cohesive team that they are reluctant to express contrary opinions.

Team norm: A standard of conduct that is shared by team members and guides their behaviour.
A goal that cannot be reached by a single party.

Mediation

The process of using a third party to settle a dispute.

A conflict management strategy whereby people engage in give-and-take discussions and consider various alternatives to reach a joint decision that is acceptable to both parties.

Negotiation

Integrative negotiation

A collaborative approach to negotiation that is based on a win-win assumption, whereby the parties want to come up with a creative solution that benefits both sides of the conflict.
<table>
<thead>
<tr>
<th>Distributive negotiation</th>
<th>BATNA</th>
<th>Bargaining zone</th>
<th>Social facilitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A competitive and adversarial negotiation approach in which each party strives to get as much as it can, usually at the expense of the other party.</td>
<td>The ‘best alternative to a negotiated agreement’; a previously determined choice of what a party will do if an acceptable agreement cannot be reached through negotiation.</td>
<td>The range between one party’s minimum reservation point (the point beyond which the party is willing to accept a deal) and the other party’s maximum reservation point.</td>
<td>The tendency for the presence of others to influence an individual’s motivation and performance.</td>
</tr>
</tbody>
</table>