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## Lecture 1: Intro to Organisational Behaviour

- Organizational behaviour: investigation of impact that individuals, groups and structure have on behaviour within an organisation – applying this knowledge toward improving effectiveness
  - Internal and external perspectives are two theories of how organizational behaviour can be viewed by companies.
- Predicting behaviour: i.e. EBM...uses scientific evidence to inform intuition and experiences
  - Intuition: gut feeling, individual observation, common sense, not supported by research
  - Systematic Study: looks at relationships, evaluating cause and effect with scientific evidence and attempts to predict behaviour
- Mintzberg's 10 Managerial Roles and Functions

| Interpersonal |   | Informational Roles |  | Decisional Roles    |  |
|---------------|---|---------------------|--|---------------------|--|
| Figurehead    | Acting as the 'face' of an organisation i.e. delivering of certificates to high school recipients | Monitor             | Receives and scans information (i.e. media) to accrue information on public, competitors, etc. | Entrepreneur        | Searches and innovates new opportunities to project and bring about change to the organisation.                        |
| Leader        | Hiring, training, motivating and disciplining employees   | Disseminator        | Transmits information from outsider or other employee to the members of the organisation       | Disturbance handler | Executes corrective action when the organisation faces important/unimportant and unforeseen issues.                    |
| Liaison       | Maintains network of contacts who provide beneficial favours and information                      | Spokesperson        | Transmission of information to an organisational outsider                                      | Resource allocator  | Makes and approves significant decisions on human, physical and monetary resources                                     |
|               |   |                     |  | Negotiator          | Discuss issues and bargain other units to make advantageous for their own unit – represents org. at major negotiations |

- Essential managerial skills
  - Technical: specialized knowledge and expertise
  - Human: ability to work with, understanding and motivate both individual and groups
  - Conceptual: mental ability to analyse and diagnose complex situation
- Luthan's Study of Managerial Activities
  - Traditional: d-making, planning, controlling
  - Communication: exchanging routine, info and processing paperwork
  - HRM: motivating, disciplining, managing conflict, staffing, training
  - Networking: socializing, politicking, interacting with others
- Diversity: economic pressures, responding to globalisation, managing diversity, changing demographics, improving customer service, etc.
  - Surface: gender, age, race
  - Deep: values, attitudes, beliefs

- Managers: achieve goals through people, allocating resources and directing activity
- Organisation: consciously organised social unit, composed to function on a continual basis to achieve a common goal/set of goals

## Lecture 2: Personality and Values

- Personality: the sum total of ways in which an individual reacts and interacts with others
- Myers-Briggs Type Indicator (MBTI): personality test that taps 4 characteristics and classifies people into 1 of 16 personality types... good indicator of prospective career path
  - Extrovert/Introvert (E/I)
    - E: outgoing, sociable and assertive, generally happier and more successful
    - I: quiet and shy, often misunderstood, depressed, reserved and neurotic
  - Sensing/Intuitive (S/N)
    - S: practical and prefer routine and order, focus on detail
    - N: unconscious processes and looking at the 'bigger picture'
  - Thinking/Feeling (T/F)
    - T: uses reason and logic to handle problems
    - F: relies on personal values and emotions
  - Judging/Perceiving (J/P)
    - J: want control and prefer order and structure
    - P: flexible and spontaneous
- Big Five Model: OCEAN – high scores in the personality types correlate with job performance
  - **Openness to experience:** interests and fascination with novelty –increased learning, more flexible and autonomous therefore higher performance, enhanced leadership, adaptable
    - HIGH=curious, imaginative, artistic and sensitive
    - LOW=conventional, comfortable with the familiar
  - **Conscientiousness:** measure of reliability – greater effort and persistence, more drive and discipline, better organised and planning therefore higher performance, enhanced leadership and greater longevity
    - HIGH=Dependable, persistent and organized
    - LOW=easily distracted, disorganized, unreliable
  - **Extraversions:** captures comfort level with social relationships and interactions – better interpersonal skills, greater social dominance, more emotionally expressive therefore higher performance in jobs req. teamwork or freq. interpersonal interactions, enhanced leadership and higher job and life satisfaction
    - HIGH=sociable, gregarious and assertive
    - LOW=reserved, timid quiet
  - **Agreeable:** refers to propensity to defer to others – better liked, more compliant and conforming therefore higher performance in jobs req. high teamwork and freq. interpersonal skills, lower levels of deviant behaviour
    - HIGH=cooperative, warm and trusting
    - LOW=cold, disagreeable, antagonistic

- **Neuroticism/Emotional Stability:** taps a person's ability to withstand stress – less negative thinking and emotions, reduced hyper-vigilance therefore higher job and life satisfaction and lower stress levels
  - HIGH= calm, self-confident, secure under stress
  - LOW=nervous, depressed, insecure under stress, anxious
- **Personality Traits in OB – other, more specific personalities**
  - **Core self-evaluation:** degree to which individual likes themselves, whether this view of self is capable and effective and the degree of perceived power over the environment
    - HIGH=perform better, ambitious goal setting, committed, persist longer
  - **Machiavellianism:** the degree to which an individual is pragmatic, maintains emotional distance and believes that ends justifies the means (often top level of hierarchy in organisation)
    - HIGH=win more, manipulate more, not easily persuaded but persuade others often, engage in workplace deviance and politics, lower job satisfaction
  - **Narcissism:** tendency to be arrogant, have a grandiose sense of self-importance, require excessive admiration and have a sense of self-entitlement
    - HIGH=toxify the workplace, believe that their self is superior to their equals or subordinates, can cause stress in the workplace and at home
  - **Self-monitoring:** a trait that measures one's ability to adjust and taper behaviour to external and situational factors
    - HIGH=sensitive to external cues and can behave accordingly, capable of presenting striking contradictions between versions of self (i.e. public persona and private self), low behavioural consistency, able to hide true dispositions and attitudes – more successful in roles as more mobile in their careers and high performance ratings, more likely to emerge as leaders and show less commitment to the org.
  - **Risk Taking:** the amount of time one takes to process information and make a decision, aligning the propensity of the risk with managements most beneficial outcome
    - HIGH= quick d-making, less info required, operate in smaller organisations
    - LOW=slower d-making require more info to make decision, exists in larger organisations with stable environments – decision accuracy is the same for both
  - **Personality Type A:** aggressively involved in chronic incessant struggle to achieve more work in less time, often against opposing efforts of others
    - HIGH=always moving and doing things quickly, impatient with normal rates, strive to innovate efficiency and multitasking, cannot cope with leisure time, gauge goals and achievements in a numerical manner, often highly strung, Quantity > Quality – perform better in job interviews and performance reviews as they're perceived to have more drive, competence, aggressiveness and success motivation
    - Type B=rarely harried by desire to achieve in time pressures, can relax without guilt
  - **Proactive:** identifies opportunities, shows initiative, takes action and perseveres until meaningful change occurs

- HIGH=seek to improve current circumstances, creates positive change in the environment regardless of obstacles or constraints – perceived as leaders and change agents in the org., BUT challenge status quo, voice concerns and displeasures and highly likely to leave and start own firm
- Values: basic convictions that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite mode of conduct i.e. what is right
  - Value system: hierarchical structure ranking an ones' values based on intensity – differs between cohorts, there is a correlation between the same cohort (i.e. gen Y)
  - Terminal – Desirable end states, the goals one would like to achieve by the end of their lifetime i.e. a prosperous life, equality, happiness, true friendship, love
  - Instrumental – Preferable modes of behaviour or the means for achieving one's terminal values i.e. ambition, courageous, honesty, responsibility/dependability, forgiving
- Person-Job Fit (Holland Theory): proposes fit between the six personality types and occupational environment, predicts high satisfaction and low turnover when there is an agreement
  - Realistic: prefers physical activities that req. skill, strength and coordination i.e. mechanic
    - persistent, stable, genuine, conforming, practical and shy
  - Investigative: prefers activity that involve thinking, organising and understanding i.e. mathematician/journalist/economist
    - analytical, original curious and independent
  - Social: prefers activities that involve helping & developing others i.e. teacher, psychologist
    - sociable, friendly, cooperative, understanding
  - Conventional: prefers rule-regulated, orderly and unambiguous activity
    - conforming, efficient, practical, unimaginative, inflexible
  - Enterprising: prefers verbal activities where there is ample opportunity to influence others and attain power
    - self-confident, ambitious, energetic, domineering
  - Artistic: prefers ambiguity and non-conformist activities that allow creative expression
    - imaginative, disorderly, idealistic, emotional, impractical
- Hofstede's Model: values across cultures
  - Power Distance – acceptance of unequal distribution of power
  - Individualism/Collectivism – describes degree to which people prefer to act as individuals or as a tight knit community who looks after and protects one another
  - Masculine/Feminine – extent to which a society favours achievement, power & control, assertiveness and materialism VS equality and little differentiation between women and men roles
  - Uncertainty Avoidance – extent to which a society is threatened by uncertain and ambiguous situations and tries to avoid them

- Long term/Short term – societal attribute that emphasises the future, thrift and persistence VS the here and now and not realising /accepting commitments as impediments to change
- Globe Project: scientific replication/rework of Hofstede appropriating his model to focus on leadership and national culture
  - Power Distance: The degree to which members of a collective expect power to be distributed equally.
  - Uncertainty Avoidance: The extent to which a society, organization, or group relies on social norms, rules, and procedures to alleviate unpredictability of future events.
  - Humane Orientation: The degree to which a collective encourages and rewards individuals for being fair, altruistic, generous, caring, and kind to others.
  - Collectivism I (Institutional Collectivism): The degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action.
  - Collectivism II (In-Group Collectivism): The degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families.
  - Assertiveness: The degree to which individuals are assertive, confrontational, and aggressive in their relationships with others.
  - Gender Egalitarianism: The degree to which a collective minimizes gender inequality.
  - Future Orientation: The extent to which individuals engage in future-oriented behaviours such as delaying gratification, planning, and investing in the future.
  - Performance Orientation: The degree to which a collective encourages and rewards group members for performance improvement and excellence.