

OB Exam preparation

Chapter 1: Introduction to OB & Anchors of OB

- **Organizational Behaviour** – the study of what people think, feel, and do in and around organizations
- **Organizations** – groups of people who work independently towards some purpose
- **Organizational Effectiveness** – a broad concept represented by several perspectives:
 1. Open-systems perspective
 2. Organizational learning perspective
 3. High performance work practices perspective
 4. Stakeholder perspective
- **Open Systems** – organizations that depend on the external environment, e.g. cultural norms, information, laws
- **Organizational Efficiency** – the amount of outputs relative to inputs in the organizations transformation process
- **Organizational Learning** – the organizations capacity to acquire, share and store valuable knowledge
- **Intellectual Capital** – a company's total stock of knowledge, including human, structural and relationship capital
- **Human Capital** – the stock of knowledge, skills and employee abilities
- **Structural Capital** – knowledge embed in an organization's systems
- **Relationship Capital** – value derived from an organization's relationship with it's customers, suppliers and others
- **Absorptive Capacity** – the ability to recognize the value of new information, assimilate it and use it for value-added activities
- **Organisational memory** – the storage and preservation of intellectual capital
- **High-performance work practices (HPWP)** – a perspective which holds that effective organisations incorporate several workplace practices that leverage the potential of human capital
- **Stakeholders** – individuals, organisations and other entities who affect, or are affected by, the organisation's objectives and actions

- **Ethics** – the study of the moral principles or values that determine whether actions are right or wrong and whether outcomes are good or bad
 - **Corporate social responsibility (CSR)** – organisational activities intended to benefit society and the environment beyond the company's immediate financial interests or legal obligations
 - **Globalization** – economic, social and cultural connectivity with people in other parts of the world
 - **Surface-level diversity** – the observable demographic or physiological differences in people, such as their race, ethnicity, gender, age and physical disabilities
 - **Deep-level diversity** – differences in the psychological characteristics of employees, including personalities, beliefs, values and attitudes
 - **Work-life balance** – the degree to which a person minimizes conflict between work and non work demands
 - **Virtual work** – work performed away from the traditional physical workplace by means of information technology
 - **Evidence-based management** - the practice of making decisions and taking actions based on research evidence
 - **Systematic research anchor** – states that OB knowledge should be based on systematic research, which is consistent with evidence-based management
 - **Multidisciplinary anchor** – states that the field should develop from knowledge in other disciplines (e.g. psychology, sociology, economics), and not from its own isolated research base
 - **Contingency anchor** – states that OB theories generally need to consider that there will be different consequences in different situations
 - **Multiple levels of analysis anchor** – states that OB topics may be viewed from the individual, team and organisation levels of analysis
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Chapter 2: MARS, Five types of individual behaviour

- **Motivation** – the forces within a person that affect his or her direction, intensity and persistence of voluntary behaviour
- **Ability** – the natural aptitudes and learned capabilities required to successfully complete a task