

MGC2230 – Organisational Behaviour

Week 1 – Self and Authenticity

Week 2 – Emotional Intelligence

Week 3 – Judgement and Decision-making

Week 4 – Will Power and Work Motivation

Week 5 – Social networking, Power, and Politics

Week 6 – Group and Team Dynamics

Week 7 – Leadership Excellence

Week 8 – Business Ethics

Week 9 – Negotiation

Week 10 – Advanced Negotiation

Week 1 – Self and Authenticity

Self and authenticity

- To master management skills, start by reaching a full and clear understanding of yourself

Your unique traits

- Personality, individual difference, stable across a long period of time.
- Demographics
- Personality: a person's general style of interacting with the world, especially with other people e.g. OCEAN
- Self monitoring: high = fit behaviour to social situation, low = behaviour mostly disregard social situations.
- Locus of control: internal = what happens in my life is decided by internal factors (e.g. motivation, effort), external = behaviours is decided by external factors (e.g. fate, luck)
- Narcissism: the tendency to be arrogant, have a grandiose sense of importance, require excessive admiration, and have a sense of entitlement. Tend to think they are great leaders, however, their colleagues and supervisors tend to rate them as poor leaders.
 - Older generations tend to think younger gens are narcissists.
- Machiavellianism: the tendency to engage in social conducts that involve manipulating others for personal gain, often against the other's self-interest
- Type A personality: action, on the go, high achievers, impatient. Type B is opposite (more relaxed)
- For most criteria, more than 50% depends on skills and abilities that you can learn
- With age:
 - Extraversion decreases in women and men increase
 - Conscientiousness increases
 - Agreeableness increases in both
 - Openness decreases
 - Neuroticism decreases for women and stays stable for men. High neuroticism = low emotional stability

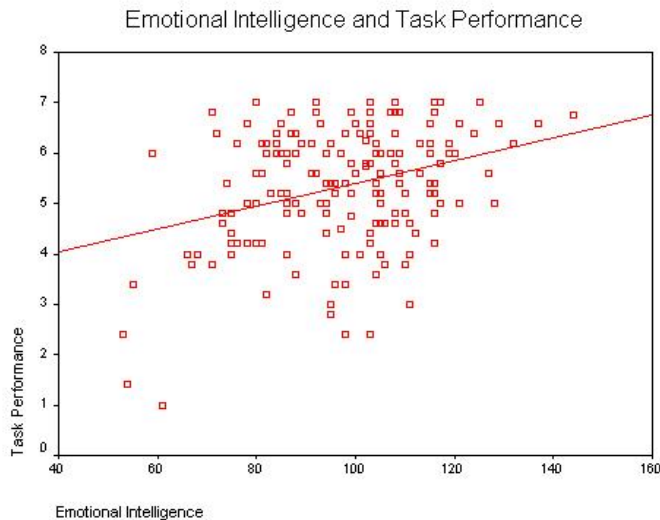
Your personal values

- **Personal crucible (Bennis and Thomas)**: a transformative experience through which an individual clarifies their crucial personal values and comes to a new sense of self-identity
 - Crucibles are usually intensive, traumatic, and unexpected
 - Strong individuals find meaning in the most severe crucibles. Like phoenixes rising from the ashes, they emerge from adversity stronger, more confident, and more committed.
- Concepts or beliefs that guide how we make decisions about and evaluations of behaviours and events.
- Australian managerial values:
England and Lee, 1974
- Surveyed managerial values and measured manager success
- Investigated the correlations across four countries: US, Australia, India, and Japan
- Values positively associated with success: high productivity, profit maximization

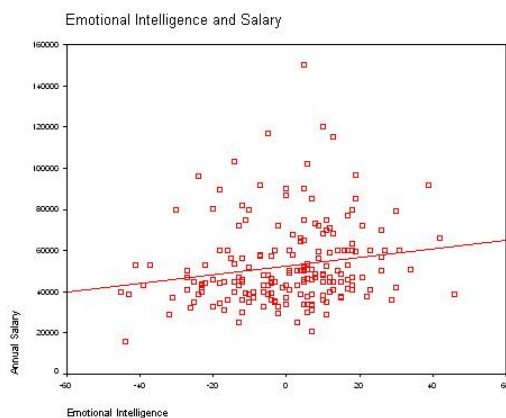
Week 2 – Emotional Intelligence

Emotional Intelligence

- An individual's ability to 1. Understand emotions; 2. Perceive emotions, 3. Manage and use emotions
- Emotional Intelligence and performance...



EQ and annual salary...



A one standard deviation change in emotional intelligence = \$3513.49 change in annual salary

- **Emotions:** intense feelings that are directed at someone or something
- **Moods:** feelings that tend to be less intense than emotions and that lack a contextual stimulus

Affective events theory

- Main theory to understand emotions in the workplace
- Employees react emotionally to things that happen to them at work; these emotional reactions influence their subsequent job performance and satisfaction
- Basic emotions across culture:
 - Happiness
 - Anger
 - Surprise
 - Fear: an unpleasant emotion caused by the threat of danger, pain, or harm. Public speaking is higher than death on phobia list
 - Sadness: a self-focused emotion associated with a sad event