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SHORT NOTES

According to new syllabus

MGT502 - Organizational Behaviour



Prepared By

MUHAMMAD IMRAN

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Ability

Stable characteristic responsible for a person's maximum physical or mental performance

Adaptive perspective

Assumes that adaptive cultures enhance a firm's financial performance

Affective component

The feelings or emotions one has about an object or situation

Aggressive style

Expressive and self enhancing, but takes unfair advantage of others

Assertive style

Expressive and self enhancing, but does not take advantage of others

Attention

Being consciously aware of something or someone

Attitude

Learned predisposition toward a given object

Attribution

The Process through which individuals attempt to determine the causes of others behavior

Behavior function

Behavior is a function of both the Person and the Environment. $B = f(P/E)$

Behavioral component

How one intends to act or behave toward someone or something

Causal attributions

Suspected or inferred causes of behavior

Change and acquisition

Requires employees to master tasks and roles and to adjust to work group values and norms

Coalition

Temporary groupings of people who actively pursue a single issue

Coercive power

Obtaining compliance through threatened or actual punishment

Cognitions

A person's knowledge, opinions, or beliefs

Cognitive categories

Mental depositories for storing information

Cognitive component

The beliefs or ideas one has about an object or situation.

Cognitive dissonance

Psychological discomfort experienced when attitudes and behavior are inconsistent

Cohesiveness

A sense of "wawe" helps group stick together

Collectivist culture

Personal goals less important than community goals and interests

Communication

Interpersonal exchange of information and understanding

Communication competence

Ability to effectively use communication behaviors in a given context

Conflict

One party perceives its interests are being opposed or set back by another party

Conflict triangle

Conflicting parties involve a third person rather than dealing directly with each other.

Consideration

Creating mutual respect and trust with followers

Content theories of motivation

Identify internal factors influencing motivation

Contingency approach

Using management tools and techniques in a situational appropriate manner; avoiding the one best-way mentality

Contingency factors

Variables that influence the appropriateness of a leadership style

Cross-cultural management

Understanding and teaching behavioral patterns in different cultures

Cross-cultural training

Structured experiences to help people adjust to a new culture/country

Cross-functionalism

Team made up of technical specialists from different areas

Cultural intelligence

The ability to interpret ambiguous cross-cultural situations accurately

Culture

Beliefs and values about how a community of people should and do act

Culture shock

Anxiety and doubt caused by an overload of new expectations and cues

Delegation

Granting decision making authority to people at lower levels

Devil's advocacy

Assigning someone the role of critic

Dialectic method

Fostering a debate of opposing viewpoints to better understand an issue

Dysfunctional conflict

Threatens organization's interests

E-business

Running the entire business via the Internet

Electronic mail

Uses the Internet/intranet to send computer-generated text and documents

Emotional intelligence

Ability to manage oneself and interact with others in mature and constructive ways

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Emotions

Complex human reactions to personal achievements and setbacks that may be felt and displayed

Empowerment

Sharing varying degrees of power with lower-level employees to tap their full potential

Equity sensitivity

An individual's tolerance for negative and positive equity

Equity theory

Holds that motivation is a function of fairness in social exchanges

ERG theory

Three basic needs--existence, relatedness, and growth--influence behavior

Expectancy

Belief that effort leads to a specific level of performance

Expectancy theory

Holds that people are motivated to behave in ways that produce valued outcomes

Expert power

Obtaining compliance through one's knowledge or information

External factors

Environmental characteristics that cause behavior

External factors of behavior

Environmental characteristics that cause behavior

External locus of control

Attributing outcomes to circumstances beyond one's control

Extranet

Connects internal employees with selected customers, suppliers, and strategic partners

Fit perspective

Assumes that culture must align with its business or strategic context

Formal communication channels

Follow the chain of command or organizational structure.

Functional conflict

Serves organization's interests

Fundamental attribution bias

Ignoring environmental factors that affect behavior

Galatea effect

An individual's high self-expectations lead to high performance

Gender-flex

Temporarily using communication behaviors typical of the other gender

Goal

What an individual is trying to accomplish

Golem effect

Loss in performance due to low leader expectations

Group

Two or more freely interacting people with shared norms and goals and a common identity

Group Cohesiveness

A "we feeling" binding group members together

Group support systems

Using computer software and hardware to help people work better together

Groupthink

Janis's term for a cohesive in-group's unwillingness to realistically view alternatives

High-context cultures

Primary meaning derived from nonverbal situational cues

Human capital

The productive potential of one's knowledge and actions

Humility

Considering the contributions of others and good fortune when gauging one's success

Hygiene factors

Job characteristics associated with job dissatisfaction

Impression management

A process by which people attempt to manage or control the perceptions other form of them

Individualistic culture

Primary emphasis on personal freedom and choice

Informal group

Formed by friends or those with common interests.

Information richness

Information-carrying capacity of data

Initiating structure

Organizing and defining what group members should be doing

Instrumental cohesiveness

Sense of togetherness based on mutual dependency needed to get the job done

Instrumental values

Personally preferred ways of behaving

Instrumentality

A performance to outcome perception

Intellectual abilities

The capacity to do mental activities

Intelligence

Capacity for constructive thinking, reasoning, problem solving

Internal factors

Personal characteristics that cause behavior

Internal factors of behavior

Personal characteristics that cause behavior

Internal locus of control

Attributing outcomes to one's own actions

Internet

A global network of computer networks

Intranet

An organization's private Internet

Intrinsic motivation

Motivation caused by positive internal feelings

Job design

Changing the content or process of a specific job to increase job satisfaction and performance

Job enlargement

Putting more variety into a job

Job involvement

Extent to which an individual is immersed in his or her present job

Job satisfaction

An affective or emotional response to one's job

Leader trait

Personal characteristics that differentiate leaders from followers

Leader-member relations

Extent that leader has the support, loyalty, and trust of work group

Leadership

Process whereby an individual influences others to achieve a common goal

Learning

A relatively permanent change in the behavior occurring as a result of experience

Legitimate power

Obtaining compliance through formal authority

Gossip individuals

Those who consistently pass along grapevine information to others

Linguistic style

A person's typical speaking pattern

Listening

Actively decoding and interpreting verbal messages

Low-context cultures

Primary meaning derived from written and spoken words

Maintenance roles

Relationship-building group behavior

Management

Process of working with and through others to achieve organizational objectives efficiently and ethically

Managing diversity

Creating organizational changes that enable all people to perform up to their maximum potential

Met expectations

The extent to which one receives what he or she expects from a job

Motivation

Psychological processes that arouse and direct goal-directed behavior

Motivators

Job characteristics associated with job satisfaction

Need for achievement

Desire to accomplish something difficult

Need for affiliation

Desire to spend time in social relationships and activities

Need for power

Desire to influence, coach, teach, or encourage others to achieve.

Need hierarchy theory

Five basic needs--physiological, safety, love, esteem, and self-actualization--influence behavior

Needs

Physiological or psychological deficiencies that arouse behavior

Negative inequity

Comparison in which another person receives greater outcomes for similar inputs

Negotiation

Give-and-take process between conflicting interdependent parties

Noise

Interference with the transmission and understanding of a message

Nonassertive style

Timid and self denying behavior

Nonverbal communication

Messages sent outside of the written or spoken word

Norm

Shared attitudes, opinions, feelings, or actions that guide social behavior

Normative beliefs

Thoughts and beliefs about expected behavior and modes of conduct

Organization

System of consciously coordinated activities of two or more people

Organizational Behavior

Interdisciplinary field dedicated to better understanding and managing people at work

Organizational citizenship behaviors (OCBs)

Employee behaviors that exceed work role requirements

Organizational commitment

Extent to which an individual identifies with an organization and its goals

Organizational culture

Shared values and beliefs that underlie a company's identity

Organizational identification

Organizational values or beliefs become part of one's self-identity

Organizational moles

Those who use the grapevine to enhance their power and status

Organizational politics

Intentional enhancement of self-interest

Organizational socialization

Process by which employees learn an organization's values, norms, and required behavior

Participative management

Involving employees in various forms of decision making

Perception

Process of interpreting one's environment

Perceptual model of communication

Process in which receivers create their own meaning

Person-Job Fit

The extent to which the contributions made by the individual match the inducements offered by the organization

Personal initiative

Going beyond formal job requirements and being an active self-starter

Personality

Stable physical and mental characteristics responsible for a person's identity

Personality conflict

Interpersonal opposition driven by personal dislike or disagreement

Position power

Degree to which leader has formal power

Positive inequity

Comparison in which another person receives lesser outcomes for similar inputs

Proactive personality

Action-oriented person who shows initiative and perseveres to change things

Process theories of motivation

Identify the process by which internal factors and cognitions influence motivation

Programmed conflict

Encourages different opinions without protecting management's personal feelings

Propensity to trust

A personality trait involving one's general willingness to trust others

Purposeful communication distortion

Purposely modifying the content of a message

Quality circles

Small groups of volunteers who strive to solve quality-related problems

Realistic job preview

Presents both positive and negative aspects of a job

Recruitment practices

Attempts to attract qualified, diverse employees at all levels

Referent power

Obtaining compliance through charisma or personal attraction

Reward power

Obtaining compliance with promised or actual rewards

Role ambiguity

Others' expectations are unknown

Role conflict

Others have conflicting or inconsistent expectations

Role overload

Others' expectations exceed one's ability

Roles

Expected behaviors for a given position.

Schema

Mental picture of an event or object

Scientific management

Using research and experimentation to find the most efficient way to perform a job

Self-Concept

Person's self-perception as a physical, social, spiritual being

Self-efficacy

Belief in one's ability to do a task

Self-esteem

One's overall self-evaluation

Self-fulfilling prophecy

Someone's high expectations for another person result in high performance

Self-managed teams

Groups of employees granted administrative oversight for their work

Self-management leadership

Process of leading others to lead themselves

Self-monitoring

Observing one's own behavior and adapting it to the situation

Self-serving bias

Taking more personal responsibility for success than failure

Sex-role stereotype

Beliefs about appropriate roles for men and women

Shared leadership

Simultaneous, ongoing, mutual influence process in which people share responsibility for leading

Situational theories

Propose that leader styles should match the situation at hand

Skill

Specific capacity to manipulate objects

Social loafing

Decrease in individual effort as group size increases

Social Perception

The process through which individuals attempt to combine, integrate, and interpret information about others

Social power

Ability to get things done with human, informational, and material resources

Socialized power

Directed at helping others

Socio-emotional cohesiveness

Sense of togetherness based on emotional satisfaction

Stereotype

Beliefs about the characteristics of a group

Strength perspective

Assumes that the strength of corporate culture is related to a firm's financial performance

Task roles

Task-oriented group behavior.

Task structure

Amount of structure contained within work tasks

Team

Small group with complementary skills who hold themselves mutually accountable for common purpose, goals, and approach

Team building

Experiential learning aimed at better internal functioning of groups

Team viability

Team members satisfied and willing to contribute

Telecommuting

Doing work that is generally performed in the office away from the office using different information technologies

Terminal values

Personally preferred end-states of existence

Theory Y

McGregor's modern and positive assumptions about employees being responsible and creative

Total quality

An organizational culture dedicated to training, continuous improvement, management and customer satisfaction

Total quality management

An organizational culture dedicated to training, continuous improvement, and customer satisfaction.

Transactional leadership

Focuses on clarifying employees' roles and providing rewards contingent on performance

Transformational leadership

Transforms employees to pursue organizational goals over self-interests

Trust

Reciprocal faith in others' intentions and behavior

Valence

The value of a reward or outcome

Value (congruence or person-culture fit)

The similarity between personal values and organizational values

Value attainment

The extent to which a job allows fulfillment of one's work values

Value system

The organization of one's beliefs about preferred ways of behaving and desired end-states

Values

Enduring belief in a mode of conduct or end-state

Virtual team

Information technology allows group members in different locations to conduct business

Vision

Long-term goal describing "what" an organization wants to become

Workforce demographics

Statistical profiles of adult workers

Imranhasan555@gmail.com

THE END

Imranhassan355@gmail.com