Organizational Psychology Study Guide

You need to understand the topics AND be able to recognize them when given examples.

Employee Satisfaction

I. Correlates of Job Satisfaction
II. Individual differences related to job satisfaction
   A. Discrepancy Theories
      1. Maslow's Needs Hierarchy
         a. ERG Theory
         b. Two-factor Theory
         c. McClelland’s Needs Theory
   B. Rewards and Resources
      1. Equity Theory
      2. Procedural and Distributive Justice
   C. Growth and Challenge
      1. Job rotation
      2. Job enlargement
      3. Job enrichment
      4. Job Characteristics Model

Motivation

I. Individual Differences
   a. Self-Esteem
   b. Types of self-esteem
   c. Intrinsic motivation
   d. Pygmalion Effect

II. Rewarding Excellent Performance
   a. Operant conditioning
      i. Premack Principle
   b. Pay-for-performance
   c. Merit pay
   d. profit sharing
   e. gainsharing
   f. stock options
   g. Expectancy theory

Organizational Communication

I. Types of Organizational Communication
   A. Upward communication
      1. Downward communication
   B. Horizontal communication
      1. employee types

II. Interpersonal Communication
   A. The Communication Process
   B. Problem Areas
      1. Intended message versus message sent
      2. Message sent versus message received
      3. Message received versus message interpreted
Leadership

I. Personal Characteristics Associated With Leadership
   A. Leader Emergence
   B. Leader Performance
      1. traits
      2. needs
      3. task- versus person-orientation
         a. Ohio State Studies
         b. McGregor's Theory X
         c. Managerial Grid
         d. Measures of task- and person-orientation
            1. Leadership Opinion Questionnaire
            2. Leader Behavior Description Questionnaire

II. Interaction Between the Leader and the Situation
   A. Situational Favorability (Fiedler)
      1. Least-Preferred Coworker Scale (LPC Scale)
      2. Situational favorability factors
      3. Leader Match
   B. Organizational Climate (IMPACT theory)
   C. Subordinate Ability
      1. Path-Goal
      2. Situational leadership theory
   D. Relationships with Subordinates (vertical dyad linkage/LMX)

III. Specific Leader Skills
   A. Leadership through decision making: Vroom-Yetton Model
   B. Leadership through contact: Management by walking around
   C. Types of leadership power (types of power)
   D. Transformational leadership
   E. Leadership through Persuasion

Groups

I. Definition

II. Factors affecting group performance
   A. Group cohesiveness
   B. Communication structure
   C. Group roles
   D. Presence of others
      1. Social facilitation and inhibition
      2. Social loafing
   E. Individual dominance
   F. Groupthink

III. Individual versus Group Performance

IV. Group Conflict
   A. Types of Conflict
      1. interpersonal
      2. individual-group
      3. group-group
   B. Causes of conflict
   C. Reactions to conflict
      1. withdrawal
2. winning at all costs
3. persuasion
4. smoothing and conciliation
5. negotiation and bargaining
6. cooperative problem solving
7. Third-party intervention
   a. arbitration
   b. mediation

Organizational Development
I. Managing Change
   A. Employee Acceptance of Change
      1. Stages (Carnall, 1990)
         a. Denial
         b. Defense
         c. Discarding
         d. Adaptation
         e. Internalization
   B. Implementing Change
      1. Creating an atmosphere for change
      2. Communicating details
      3. Time frame
      4. Training needs
   C. Organizational Culture
      1. Changing culture
      2. Assessing the new culture
      3. Creating dissatisfaction with existing culture
      4. Maintaining new culture
         a. selection of employees
         b. organizational socialization

II. Empowerment
   A. Making the Decision to Empower (Vroom-Yetton)
   B. Consequences to empowerment

III. Teams
   A. What is a team (Donnellon, 1996)?
      1. Identification
      2. Independence
      3. Power differentiation
      4. Social distance
      5. Conflict management tactics
   B. Types of teams
      1. Cross-functional teams
      2. Self-directed work teams
      3. Customer service teams
   C. How teams develop
      1. Forming
      2. Storming
      3. Norming
      4. Performing
Stress

I. Stress Defined
   A. Eustress
   B. Distress

II. Individual Stress Tolerance
   A. Stress Personalities
      1. Type A and Type B
      2. Optimists and pessimists

III. Sources of Stress
   A. Personal Stressors
   B. Job Characteristics
   C. Organizational Characteristics

IV. Consequences of Stress
   A. Personal
   B. Health
   C. Organizational

V. Managing Stress

VI. Workplace Violence
   A. Perpetrators of Workplace Violence
   B. Reducing Workplace Violence
      1. Security measures
      2. Employee screening
      3. Management awareness