

# **Chapter 4**

## **Emotions and Moods**

# **After studying this chapter you should be able to:**

1. Differentiate between emotions and moods.
2. Discuss whether emotions are rational and what functions they serve.
3. Describe the validity of potential sources of emotions and moods.
4. Show the impact emotional labor has on employees.
5. Describe affective events theory and its applications.
6. Contrast the evidence for and against the existence of emotional intelligence.
7. Identify strategies for emotion regulation and their likely effects.
8. Apply concepts about emotions and moods to specific OB issues.

# Why Were Emotions Excluded from OB Study?

- Historically, emotions in the workplace were thought to be detrimental
- Managers tried to create emotion-free organizations
- This thinking is changing
  - Some emotions hinder performance, some are neutral, and some are constructive