

## Test 3 Vocabulary MGMT (11,12,13,14,15,16)

### Chapter 11:

**Motivation:** the set of forces that initiates, directs, and makes people persist in their efforts to accomplish a goal.

**Needs:** the physical or psychological requirements that must be met to ensure survival and well being.

**Extrinsic reward:** a reward that is tangible, visible to others, and given to employees contingent on the performance of specific tasks or behaviors.

**Intrinsic reward:** a natural reward associated with performing a task or activity for its own sake.

**Equity theory:** a theory that states that people will be motivated when they perceive that they are being treated fairly.

**Inputs:** in equity theory, the contributions employees make to the organization.

**Outcomes:** in equity theory, the rewards employees receive for their contributions to the organization.

**Referents:** in equity theory, others with whom people compare themselves to determine if they have been treated fairly.

**Outcome/input (o/i) ratio:** in equity theory, an employees perception of how the rewards received from an organization compare with the employee's contributions to that organization.

**Under-reward:** a form of inequity in which you are getting fewer outcomes relative to inputs than your referent is getting.

**Over-reward:** a form of inequity in which you are getting more outcomes relative to inputs than your referent.

**Distributive justice:** the perceived degree to which outcomes and rewards are fairly distributed or allocated.

**Procedural justice:** the perceived fairness of the process used to make reward allocation decisions.

**Expectancy theory:** the theory that people will be motivated to the extent to which they believe that their efforts will lead to good performance, that good performance will be rewarded, and that they will be offered attractive rewards.

**Valence:** the attractiveness or desirability of a reward or outcome.

**Expectancy:** the perceived relationship between effort and performance.

**Instrumentality:** the perceived relationship between performance and rewards.

**Reinforcement theory:** the theory that behavior is a function of its consequences, that behaviors followed by positive consequences will occur more frequently, and that behaviors followed by negative consequences, or not follow by positive consequences will occur less frequently.

**Reinforcement:** the process of changing behavior by changing the consequences that follow behavior.

**Reinforcement contingencies:** cause and effect relationships between the performance of specific behaviors and specific consequences.

**Schedule of reinforcement:** rules that specify which behaviors will be reinforced, which consequences will follow those behaviors, and the schedule by which those consequences will be delivered.

**Positive reinforcement:** reinforcement that strengthens behavior by following behaviors with desirable consequences.

**Negative reinforcement:** reinforcement that strengthens behavior by withholding an unpleasant consequence when employees perform a specific behavior.

**Punishment:** reinforcement that weakens behavior by following behaviors with undesirable consequences.

**Extinction:** reinforcement in which a positive consequence is no longer allowed to follow a previously reinforced behavior thus weakening the behavior.

**Continuous reinforcement schedule:** a schedule that requires a consequence to be administered following every instance of a behavior.

**Intermittent reinforcement schedule:** a schedule in which consequences are delivered after a specified or average time has elapsed or after a specified or average number of behaviors has occurred.

**Fixed interval reinforcement schedule:** an intermittent schedule in which consequences follow a behavior only after a fixed time has elapsed.

**Variable interval reinforcement schedules:** an intermittent schedule in which the time between a behavior and the following consequences varies around a specified average.

**Fixed ratio reinforcement schedule:** an intermittent schedule in which consequences are delivered following specific number of behaviors.

**Variable ratio reinforcement schedule:** an intermittent schedule in which consequences are delivered following a different number of behaviors, sometimes more and sometimes less, that vary around a specified average number of behaviors.

**Goal:** a target, objective, or result that someone tries to accomplish.

**Goal setting theory:** the theory that people will be motivated to the extent to which they accept specific, challenging goals and receive feedback that indicates their progress toward goal achievement.

**Goal specificity:** the extent to which goals are detailed, exact, and unambiguous.

**Goal difficulty:** the extent to which a goal is hard or challenging to accomplish.

**Goal acceptance:** the extent to which people consciously understand and agree to goals.

**Performance feedback:** information about the quality or quantity of past performance that indicates whether progress is being made towards the accomplishment of a goal.

## **Chapter 12:**

**Leadership:** the process of influencing others to achieve group or organizational goals.

**Trait theory:** a leadership theory that holds that effective leaders possess a similar set of traits or characteristics.

**Traits:** relatively stable characteristics, such as abilities, psychological motives, or consistent patterns of behavior.

**Initiating structure:** the degree to which a leader structures the roles of followers by setting goals, giving directions, setting deadlines, and assigning tasks.

**Consideration:** the extent to which a leader is friendly, approachable, and supportive, and shows concern for employees.

**Leadership style:** the way a leader generally behaves toward followers.

**Contingency theory:** a leadership theory that states that in order to maximize work group performance, leaders must be matched to the situation that best fits their leadership style.

**Situational favorableness:** the degree to which a particular situation either permits or denies a leader the chance to influence the behavior of group members.

**Leader-member relations:** the degree to which followers respect, trust, and like their leaders.

**Task structure:** the degree to which the requirements of a subordinates tasks are clearly specified.

**Position power:** the degree to which leaders are able to hire, fire, reward, and punish workers.