**Human Relations in Organizations: FILL-IN-THE-BLANK – SESSION 4**

**Chapter Eight: Motivating Performance**

The primary reason people do what they do is to meet their needs/wants - \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the internal process leading to behavior to satisfy those needs/wants.

Motivation is about answering people’s often unasked question, “What’s in it for me?” by helping them meet their \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ people go through to meet their need is: Need – Motive – Behavior – Satisfaction or Dissatisfaction

Managers often view motivation as an employee’s willingness to put forth \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to achieve organizational objectives.

Your ability to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ yourself and others is critical to your career success.

The level of performance attained is determined by three independent factors: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

To increase \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, managers must know their own needs and their employees’ needs, and must satisfy them – this is the goal of human relations.

The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Motivational Theories focus on identifying people’s needs in order to understand what motivates them.

The Needs Hierarchy is Maslow’s theory of motivation, which is based on five needs:

(1) \_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_, (4) \_\_\_\_\_\_\_\_\_\_\_\_, (5) \_\_\_\_\_\_\_\_\_\_\_\_\_.

ERG Theory organizes Maslow’s hierarchy into three levels of needs:

(1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The Two-Factor Theory is Herzberg’s classification of needs as: (1) \_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_.

Hygienes are called \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ because attempts to motivate come from outside the job itself.

Motivators are called \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ because motivation comes from the job itself.

Herzberg contends: providing hygiene factors keeps people from being \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, but it does not motivate people.

The Manifest Needs Theory of Motivation is primarily McClelland’s classification of needs as:

(1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Content Motivation Theories attempt to understand what motivates people, whereas \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Motivation Theories attempt to understand how and why people are motivated.

The Expectancy Theory states \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ depends on how much people want something and how likely they’re to get it.

Motivation = \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ x \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The following conditions should be implemented to motivate others:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

According to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Theory, people compare their **inputs** - *effort, experience, seniority, status, intelligence, and so forth* - and **outputs** *- praise, recognition, pay promotions, increased status, supervisor’s approval, and the like* - with those of relevant others.

Using Equity Theory in practice can be difficult because you don’t know:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Theory focuses on getting people to do what you want them to do through incentives, because incentives do motivate behavior and performance.

Four Types of Reinforcement:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: Encourage behavior with rewards for desirable performance.
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: Person avoids the negative consequence.
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: Eliminate undesirable behavior by withholding reinforcement.
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: Consequence for undesirable behavior.

The frequency and magnitude of the \_\_\_\_\_\_\_\_\_\_\_\_\_ may be as important as the reinforcement itself.

Generally, positive reinforcement is the best \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

People do respond to incentives and we can nearly always get them to do what we want them to do as long as we find the right levers – combination of types and schedules of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ – to motivate the desired behavior.

Giving \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ develops a positive self-concept and leads to better performance through the Pygmalion Effect.

The steps in giving praise are as follows:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Setting difficult objectives leads to higher levels of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Management by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the process in which managers and their employees jointly set objectives, periodically evaluate the performance, and reward according to the results.

An MBO program is a motivator – not a hygiene – because it meets employee’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ for esteem and self-actualization, growth, power and achievement.

**Chapter Eleven: Team Dynamics, Creativity and Problem Solving, and Decision Making**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ involves working together to achieve something beyond the capabilities of individuals working alone.

The common organizational structure today is based on \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Job recruiters ranked ability to work well within a \_\_\_\_\_\_\_\_\_\_\_ as the 2nd most sought after skill in new employees, just below communication and interpersonal skills, which are the foundation for team skills.

There are formal groups, which are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ by the organization (departments).

There are informal groups, which are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ spontaneously when members get together voluntarily because of similar interests.

Employees are commonly members of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ teams.

The Team Performance Model is a function of: (1) \_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_.

There are four team structure components that, along with team dynamics and development, affect team performance: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (4) \_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Team \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ refers to the patterns of interactions that emerge as groups develop.

List the six Components of Team Dynamics: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (4) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (5) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (6) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Group Roles found in Teams:

1. \_\_\_\_\_\_\_\_\_\_\_\_ Roles focus on getting the job done, and influencing others to help.
2. \_\_\_\_\_\_\_\_\_\_\_\_ Roles are things members do and say to develop and sustain group dynamics.
3. \_\_\_\_\_\_\_\_\_\_\_\_ Roles are things group members do and say to meet their own needs.

To be effective, a team must have members who play task roles and maintenance roles, while minimizing \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_- \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Team Development Stages:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
6. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The two key variables identified through each stage of group development are:

(1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

With each stage of group development, a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ supervisory style is needed to help the group perform effectively at that stage and to develop to the next level.

With the trend toward teams, today there are typically more \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in the workplace.

You need meeting \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ leadership skills for career success.

Six types of Problem Team Members:

(1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (4) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (5) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (6) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

When you work in a team, do not embarrass, intimidate, or argue with any members, no matter how much they \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ you.

Problem - \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and decision - \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are an important part of group structure, affecting behavior, human relations, and performance.

\_\_\_\_\_\_\_\_\_\_\_-\_\_\_\_\_\_\_\_\_\_\_ is the process of taking corrective action in order to meet objectives.

\_\_\_\_\_\_\_\_\_\_\_-\_\_\_\_\_\_\_\_\_\_\_ is the process of selecting an alternative course of action to solve a problem.

Three Decision-Making Styles: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

We all like to think that we are rational and have great \_\_\_\_\_\_\_\_\_\_\_\_\_ judgment when making decisions. However, research reveals the opposite effect.

List the five steps in the Decision-Making Model:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

In step three of the decision-making process, organizations today are using \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ input to generate creative alternatives.

There are advantages and disadvantages of using \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to make decisions.

Synergy occurs when group’s solution to a problem or opportunity is \_\_\_\_\_\_\_\_\_\_\_\_\_\_ to all individual’s.

Advantages of using groups to make decisions:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Disadvantages of using groups to make decisions:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Organizations use groups to meet performance \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.