

# Key concepts

[Business](#), [Management](#)



Key Concepts MHR 3200-Exam 1 Note: This is not necessarily an all-inclusive list, but rather is intended merely to be a list of the major concepts of which you should have a good level of knowledge and understanding. I reserve the right to ask questions on Exam 1 that do not tie directly to material on this list but do fall into the required reading and/or other presentation materials for this section of the course. Introduction/Course Overview/Introductory Lecture - Disciplines contributing to Organizational Behavior - Three basic levels within the organization - Context of strategy - Cultural phenomena related to importance of OB - Derailers Strategy and Strategic Organizational Behavior - Human Relations movement - McGregor's Theory X vs. Y - Strategic management overview - Strategy formulation (model, elements, etc.) - Strategy implementation (model, elements, etc.) - Linking strategy and human resource management - Strategic issues related to human resource management (e. g., mergers, acquisitions, offshoring, etc.) Organizational Culture and Socialization - Organizational culture (primary functions, etc.) - Values and culture - Espoused vs. enacted values - Ways to assess culture - Ways to change and influence culture - Person/culture fit concept and implications - Organizational socialization (definition, phases, etc.) - Socialization tactics Global Organizational Behavior - Societal culture influence on organizational behavior - Ethnocentrism and related issues - Hofstede's model and dimensions - GLOBE model of cultural differences - Other cultural differences (high vs. low context, time orientation, etc.) - Expatriates (use, issues, success factors, reasons for failure, etc.) - Global leadership attributes Social Perception and Individual Differences - Social information processing model - Different types of rating biases, errors, etc.

(e. g., self-serving bias, halo error, etc.) - Attribution theory (including the three factors/elements of the model, etc.) - Different types of rating biases, errors, etc. (e. g., self-serving bias, halo error, etc.) - Attribution theory (including the three factors/elements of the model, etc.) - Self-esteem, self-efficacy, learned helplessness, self-monitoring, etc. - " Big 5" personality dimensions model - Major mental abilities model (7 mental abilities) - Locus of control - Intelligence (IQ) - Emotional intelligence (EQ) (concept, model, model elements, etc.) - Emotional contagion - Myers-Briggs Type Indicator - Diversity vs. inclusion - Diversity model Recruiting, Interviewing and Selection - Recruiting and Retention - Different types of recruiters - Costs of poor selection - Selection systems - Broad understanding of the generic selection process - Reliability (test-retest reliability, split-half reliability, alternate/equivalent forms reliability) - Reliability coefficient - Validity coefficient - Content validity - Criterion-related validity (predictive validity, concurrent validity) - Generalizability (also known as validity generalization) - Utility - Legality - Selection methods (interviews, cognitive ability tests, personality inventories, biodata, physical abilities tests, work samples, drug/honesty tests, references) - Different classes of selection decision results (false positives, false negatives, etc.) - Interviewing and factors related to higher validity and reliability of interviewing - " Three stories" of an interview - Interviewing techniques (competency-based, etc.) - Legal vs. illegal questions (and relatedness to the job in question) - Calibration meeting - Potential problems with internal interviewing