

Mba 536 Organizational Behaviour Study Guide

mba 536 organizational behaviour is a vital course within many Master of Business Administration (MBA) programs that equips students with a comprehensive understanding of how individuals and groups function within organizational settings. As organizations strive to enhance productivity, foster positive work environments, and adapt to changing market dynamics, mastering organizational behaviour (OB) becomes crucial for future business leaders. This course delves into the psychological, social, and structural factors that influence employee behaviour, decision-making, and overall organizational effectiveness.

Understanding **mba 536 organizational behaviour** is essential not only for managing teams effectively but also for developing strategic insights that align individual motivations with organizational goals. In this article, we explore the core concepts, theories, and practical applications of OB covered in the course, providing a comprehensive guide for students and professionals alike seeking to enhance their managerial skills.

Understanding Organizational Behaviour in MBA 536

Definition and Importance

Organizational behaviour (OB) is the study of how people behave within organizations. It examines individual, group, and organizational dynamics to improve efficiency, employee satisfaction, and overall organizational health. In the context of **mba 536 organizational behaviour**, students learn to analyze and influence behaviour patterns to foster a positive and productive work environment.

The importance of OB lies in its ability to:

- Enhance leadership effectiveness
- Improve communication within teams
- Promote organizational change and innovation
- Reduce conflicts and improve conflict resolution
- Increase employee motivation and engagement

Key Topics Covered in MBA 536 Organizational Behaviour

Typically, the course encompasses several foundational topics, including:

- Individual behaviour and personality
- Perception and decision-making
- Motivation theories
- Group dynamics and team development
- Leadership styles and theories
- Power, politics, and organizational culture
- Communication processes
- Conflict management and negotiation
- Organizational change and development

These topics are explored through theoretical frameworks, case studies, and practical exercises to provide students with actionable insights.

Core Concepts and Theories in Organizational Behaviour

1. Personality and Individual Differences

Understanding personality traits helps managers predict how employees might behave in various situations. The Myers-Briggs Type Indicator (MBTI), Big Five Personality Traits, and other models are commonly discussed in **mba 536 organizational behaviour**. Recognizing individual differences allows for tailored management approaches.

2. Perception and Attribution

Perception influences how individuals interpret their environment and make decisions. Biases such as stereotyping, halo effect, and selective perception can affect workplace interactions. Attribution theory explains how people assign causes to behaviour?crucial for understanding conflicts and performance issues.

3. Motivation Theories

Motivation is central to employee performance. Key theories include:

- Maslow's Hierarchy of Needs
- Herzberg's Two-Factor Theory
- Expectancy Theory
- Equity Theory

These models help managers design incentives and work environments that boost motivation and job satisfaction.

4. Group Dynamics and Team Development

Effective teamwork is essential for organizational success. Topics include:

- Group formation stages (forming, storming, norming, performing, adjourning)
- Roles and norms within teams
- Decision-making processes
- Managing group conflicts

5. Leadership Styles and Theories

Leadership greatly impacts organizational culture and effectiveness. Common styles discussed are:

- Transformational vs. transactional leadership
- Servant leadership
- Situational leadership
- Authentic leadership

Theories like Blake and Mouton's Managerial Grid and Fiedler's Contingency Model are also examined.

6. Power and Politics

Understanding sources of power (legitimate, reward, coercive, expert, referent) helps in navigating organizational politics ethically and effectively.

7. Organizational Culture and Climate

The shared values and norms shape behaviour within organizations. Cultures can be strong or weak, adaptive or resistant to change.

8. Communication and Decision-Making

Effective communication is the backbone of organizational functioning. Topics include:

- Barriers to communication
- Formal vs. informal communication channels
- Decision-making models (rational, bounded rationality, intuitive)

9. Conflict and Negotiation

Conflict management strategies and negotiation techniques are vital skills covered in the course.

10. Organizational Change and Development

Change management models such as Lewin's Change Model and Kotter's 8-Step Process are discussed to prepare students for leading organizational transformations.

Practical Applications of Organizational Behaviour in Business

Enhancing Leadership Skills

By understanding OB theories, students learn to adapt their leadership styles to motivate diverse teams and manage conflicts effectively.

Improving Communication

Effective communication strategies learned in **mba 536 organizational behaviour** help reduce misunderstandings and foster transparency.

Fostering a Positive Organizational Culture

Creating a culture that values diversity, innovation, and continuous improvement is emphasized through OB principles.

Managing Change and Innovation

Students are equipped to lead organizational change initiatives, overcome resistance, and sustain innovation.

Boosting Employee Engagement and Motivation

Applying motivation theories aids in designing incentive systems that enhance engagement and reduce turnover.

Conflict Resolution

Skills in negotiation and conflict management help maintain a harmonious workplace environment.

Skills Developed in MBA 536 Organizational Behaviour

- Critical thinking and analysis of organisational issues
- Leadership and team management
- Effective communication and interpersonal skills
- Conflict resolution and negotiation
- Change management and adaptability
- Ethical decision-making

These skills are highly valued in managerial roles across industries.

Conclusion

The **mba 536 organizational behaviour** course provides a comprehensive foundation for understanding the complex dynamics within organizations. By mastering the core concepts, theories, and practical applications, students are prepared to become effective leaders who can foster positive work environments, drive organizational success, and adapt to evolving business landscapes. As organizations continue to recognize the value of strong organizational behaviour expertise, this course remains a critical component of MBA curricula worldwide.

Whether aspiring to managerial positions or seeking to enhance existing leadership skills, understanding organizational behaviour is indispensable for navigating the challenges of modern business environments. Embracing the insights gained from **mba 536 organizational behaviour** empowers future business leaders to inspire teams, innovate processes, and build resilient organizations poised for sustainable growth.

MBA 536 Organizational Behaviour is a comprehensive course that delves into the intricate dynamics of human behavior within organizational settings. As businesses evolve in complexity and diversity, understanding the principles of organizational behavior becomes essential for future managers, leaders, and professionals aiming to foster productive, healthy, and innovative workplaces. This guide offers an in-depth exploration of the core concepts, theories, and practical applications covered in MBA 536, providing valuable insights for students, practitioners, and anyone interested in the science of organizations.

Introduction to Organizational Behavior

Organizational behavior (OB) is the study of how individuals and groups act within an organization, and how the organization itself influences behavior. The primary goal of MBA 536 is to equip students with the tools to analyze, predict, and influence behavior to improve organizational effectiveness.

Why is Organizational Behavior Important?

- Enhances understanding of employee motivation and engagement
- Facilitates effective communication and teamwork
- Promotes leadership development
- Aids in managing diversity and organizational change
- Supports ethical decision-making and corporate social responsibility

Core Concepts in MBA 536 Organizational Behaviour

- Individual Behavior

Understanding individual differences is foundational in OB. Factors influencing individual behavior include personality, attitudes, perception, and values.

Key topics include:

- Personality traits (e.g., the Big Five)
- Perception and attribution processes
- Motivation theories (e.g., Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory)
- Job satisfaction and organizational commitment

- Group Dynamics

Groups are the building blocks of organizations. Examining how groups form, develop, and function is vital for managing teamwork.

Main areas covered:

- Group development stages (forming, storming, norming, performing)
 - Group decision-making processes
 - Team roles and norms
 - Conflict management within teams
 - Leadership in groups
-
- Organizational Structure and Culture

The structure and culture of an organization influence behavior and performance.

Topics include:

- Types of organizational structures (functional, divisional, matrix)
- Organizational culture types and their impact
- Power and politics in organizations
- Change management and resistance

- Leadership and Influence

Leadership is a central theme in MBA 536, exploring different styles and their effectiveness.

Focus areas:

- Transformational vs. transactional leadership
- Leadership theories (e.g., trait theory, behavioral theories)
- Influence tactics and persuasion
- Ethical leadership and social responsibility

Practical Applications of Organizational Behaviour

Enhancing Employee Motivation

Motivating employees is a primary concern for managers. Understanding different motivation theories helps craft effective strategies.

Strategies include:

- Setting clear goals and providing feedback
- Recognizing and rewarding performance
- Designing meaningful work
- Promoting autonomy and mastery

Managing Diversity and Inclusion

Diversity brings innovation but also challenges. MBA 536 emphasizes inclusive practices.

Key practices:

- Cultivating awareness and sensitivity
- Implementing equitable policies
- Fostering inclusive leadership
- Addressing bias and stereotypes

Navigating Organizational Change

Change is inevitable. Analyzing resistance and facilitating smooth transitions are critical skills.

Approaches include:

- Kotter's 8-Step Change Model
- Lewin's Change Management Model
- Communicating vision effectively
- Engaging employees in change processes

Conflict Resolution and Negotiation

Effective conflict management improves relationships and productivity.

Techniques involve:

- Active listening and empathy
- Identifying underlying issues
- Using collaborative negotiation tactics
- Mediation and arbitration

Analytical Tools and Models in MBA 536

- The Myers-Briggs Type Indicator (MBTI)

Helps understand personality differences and improve communication.

- The Johari Window

A tool for self-awareness and feedback.

- The Situational Leadership Model

Advises leaders to adapt their style based on followers' readiness.

- SWOT Analysis

Assesses internal strengths and weaknesses, along with external opportunities and threats.

Case Studies and Real-World Examples

MBA 536 heavily relies on case studies to illustrate concepts. For example:

- How a company's culture influences innovation
- Leadership strategies during organizational crises
- Conflict resolution in cross-functional teams

These case studies enable students to apply theoretical knowledge to practical scenarios, honing their critical thinking and problem-solving skills.

Skills Development and Career Impact

Completing MBA 536 enhances skills such as:

- Emotional intelligence
- Effective communication
- Team leadership
- Conflict management
- Change facilitation

These competencies are highly valued in leadership roles across industries, making the course a pivotal part of an MBA program.

Conclusion

MBA 536 Organizational Behaviour offers a rich understanding of the human factors that drive organizational success. By exploring individual and group dynamics, leadership, culture, and change management, students develop the analytical and interpersonal skills needed to navigate complex workplaces. With the insights gained from this course, future managers are better equipped to foster

positive work environments, lead diverse teams, and adapt to the ever-changing landscape of modern organizations.

Whether you are a student preparing for a career in management or a professional seeking to refine your leadership skills, mastering the principles of organizational behavior is a crucial step. Embrace the knowledge from MBA 536 to become a more effective, empathetic, and strategic organizational leader.

Question What are the key theories of organizational behavior covered in MBA 536? **Answer** MBA 536 explores major theories such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McGregor's Theory X and Theory Y, and the Big Five Personality Traits, which help understand employee motivation, leadership, and workplace dynamics. How does MBA 536 address team dynamics and conflict resolution? The course emphasizes effective team building, communication strategies, and conflict resolution techniques to enhance collaboration and productivity within organizations. What role does organizational culture play in MBA 536 coursework? Organizational culture is examined as a critical factor influencing employee behavior, motivation, and overall organizational effectiveness, with strategies for shaping and changing culture discussed throughout the course. How can understanding individual differences improve management practices in MBA 536? By analyzing personality, motivation, and perception differences, students learn to tailor leadership and management approaches to better motivate diverse teams and improve organizational outcomes. What are some practical applications of organizational behavior theories taught in MBA 536? Practical applications include enhancing leadership skills, improving communication, designing effective teams, managing change, and fostering a positive work environment to boost organizational performance.

Related keywords: MBA 536, organizational behavior, workplace dynamics, leadership, team management, motivation theories, communication skills, organizational culture, conflict resolution, decision making

Mcshane organizational behavior

mcshane organizational behavior is a comprehensive field that explores how individuals and groups interact within organizations, aiming to improve organizational effectiveness and employee well-being. Rooted in psychology, sociology, and management theories, McShane's approach to organizational behavior provides valuable insights into understanding human behavior in the workplace. As organizations face rapidly changing environments, understanding McShane organizational behavior principles becomes essential for managers, HR professionals, and business leaders striving to foster productive, innovative, and healthy workplaces.

Understanding McShane Organizational Behavior

McShane organizational behavior is a specialized area of study that examines the attitudes, behaviors, and dynamics that influence organizational performance. It emphasizes the importance of human factors in organizational success, advocating for a balanced approach that considers individual motivations, team interactions, and organizational culture.

The Foundations of McShane Organizational Behavior

The core principles of McShane organizational behavior are built upon several foundational concepts:

- Human Needs and Motivation: Recognizing that employees are motivated by diverse needs, from basic physiological requirements to self-actualization.
- Individual Differences: Understanding that personality, perceptions, and attitudes significantly impact workplace behavior.
- Group Dynamics: Analyzing how teams form, develop, and function, affecting overall organizational performance.
- Organizational Culture and Climate: Exploring how shared values and norms influence employee behavior and organizational effectiveness.
- Leadership and Power: Studying how leadership styles and power dynamics shape organizational outcomes.

Key Concepts in McShane Organizational Behavior

To effectively manage and improve organizational performance, it is crucial to grasp the key concepts outlined in McShane's approach:

1. Motivation Theories

Understanding what drives employee behavior is central to organizational success. Some prominent theories include:

- Maslow's Hierarchy of Needs: Employees are motivated to fulfill basic needs before seeking higher-level self-actualization.
- Herzberg's Two-Factor Theory: Differentiates between hygiene factors (which prevent dissatisfaction) and motivators (which promote satisfaction).
- Expectancy Theory: Suggests that employees' motivation depends on expected outcomes and the value they place on those outcomes.

- Goal-Setting Theory: Emphasizes the importance of clear, challenging goals to enhance performance.

2. Perception and Attribution

Employees interpret their environment through perception, which influences their responses. Key points include:

- Perception is subjective and can lead to misinterpretations.
- Attribution theory explains how individuals assign causes to behaviors, affecting attitudes and reactions.

3. Personality and Individual Differences

Recognizing that personality traits influence behavior:

- The Big Five personality traits (openness, conscientiousness, extraversion, agreeableness, neuroticism) are widely used to predict workplace behavior.
- Understanding individual differences helps tailor management approaches.

4. Group Behavior and Team Dynamics

Teams are essential to organizational success. Key factors include:

- Group development stages (forming, storming, norming, performing, adjourning).
- Group cohesion and its impact on productivity.
- Decision-making processes within groups.

5. Organizational Culture

The shared values, beliefs, and norms shape behavior in organizations. A strong culture can:

- Enhance commitment and motivation.
- Influence how change is adopted.
- Affect overall organizational climate.

Applying McShane Organizational Behavior Principles in the

Workplace

Applying the principles of McShane organizational behavior involves strategic actions that foster positive workplace environments and enhance performance.

Strategies for Effective Leadership

- Adapt leadership styles to team needs.
- Promote open communication.
- Recognize and reward achievements.
- Develop emotional intelligence.

Enhancing Motivation and Engagement

- Set clear, achievable goals.
- Provide meaningful work and opportunities for growth.
- Offer regular feedback and recognition.
- Foster a sense of purpose and belonging.

Improving Team Effectiveness

- Encourage diversity and inclusion.
- Promote team-building activities.
- Clarify roles and responsibilities.
- Facilitate conflict resolution.

Managing Organizational Culture

- Clearly articulate core values.
- Lead by example.
- Reinforce desired behaviors through policies and practices.
- Engage employees in cultural initiatives.

Challenges and Trends in McShane Organizational Behavior

As workplaces evolve, so do the challenges and trends related to organizational behavior:

1. Remote and Hybrid Work Models

- Managing virtual teams requires new communication and leadership strategies.
- Maintaining organizational culture and cohesion in remote settings.

2. Diversity, Equity, and Inclusion (DEI)

- Creating inclusive environments that respect individual differences.
- Addressing unconscious biases affecting decision-making.

3. Technological Advancements

- Leveraging technology to improve collaboration and productivity.
- Addressing employee resistance to change.

4. Employee Well-being and Mental Health

- Implementing support systems and flexible policies.
- Promoting work-life balance.

5. Organizational Change Management

- Navigating resistance to change.
- Communicating effectively during transitions.
- Building resilience within teams.

The Impact of McShane Organizational Behavior on Business Success

Applying McShane's organizational behavior insights can lead to numerous benefits:

- Enhanced Employee Satisfaction: Understanding individual needs and motivations improves engagement.
- Increased Productivity: Well-managed teams and motivated employees deliver better results.
- Reduced Turnover: Positive organizational culture and recognition foster loyalty.

- Better Conflict Resolution: Knowledge of group dynamics facilitates effective handling of disputes.
- Fostering Innovation: Supportive environments encourage creativity and risk-taking.

Conclusion: Embracing McShane Organizational Behavior for Future Success

In today's complex and dynamic business environment, organizations that leverage McShane organizational behavior principles are better equipped to adapt and thrive. By understanding human behavior, fostering positive workplace cultures, and implementing strategic motivational practices, organizations can enhance performance, employee satisfaction, and overall effectiveness. As the workplace continues to evolve with technological advancements and shifting workforce expectations, the insights provided by McShane's approach remain vital for sustainable success.

Additional Resources and References

For those interested in deepening their understanding of McShane organizational behavior, consider exploring:

- "Organizational Behavior" by McShane and Von Glinow
- Academic journals such as the Journal of Organizational Behavior
- Online courses on organizational psychology and management
- Professional workshops and seminars on leadership and human resources

By continually applying and updating knowledge in organizational behavior, leaders and managers can create workplaces that are not only productive but also engaging and fulfilling for all employees.

McShane Organizational Behavior: An In-Depth Investigative Review

Organizational behavior (OB) is a vital discipline within management studies that explores how individuals and groups act within organizations. Among the many scholars and frameworks that shape our understanding of this field, McShane Organizational Behavior stands out for its comprehensive approach to analyzing human behavior in organizational contexts. This article aims to provide an in-depth investigative review of McShane's contributions, methodologies, and the practical implications of his work within organizational studies.

Introduction to McShane's Organizational Behavior Framework

William McShane, along with Steven G. Picker and others, has significantly contributed to the evolution of organizational behavior theory, particularly through his writings in textbooks and

scholarly articles. His approach emphasizes the integration of psychological, social, and organizational factors to understand behavior at work, emphasizing both theoretical foundations and practical applications.

The Genesis of McShane's Approach

McShane's perspective on organizational behavior is rooted in a multidisciplinary foundation, incorporating insights from psychology, sociology, and management. His work underscores that understanding behavior in organizations requires a holistic view—considering individual motivations, group dynamics, organizational culture, and external environmental influences.

Core Principles of McShane Organizational Behavior

- Holism: Viewing organizations as complex systems with interconnected parts.
- Behavioral Diversity: Recognizing that individuals and groups behave differently based on various factors.
- Application-Oriented: Emphasizing practical strategies to improve organizational effectiveness.

Theoretical Foundations of McShane's Organizational Behavior

Human Behavior in Organizations

McShane's model of organizational behavior is predominantly based on the interplay between individual and group dynamics, rooted in established theories like motivation, perception, and decision-making.

- Motivation Theories: McShane integrates classical theories such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and contemporary insights like Self-Determination Theory to analyze what drives employees.
- Perception and Attitudes: Emphasizes how perceptions shape attitudes and subsequent behavior, affecting workplace relationships and productivity.
- Decision-Making Processes: Analyzes how cognitive biases and heuristics influence managerial and employee decisions.

Organizational Culture and Climate

McShane underscores the importance of organizational culture—shared values, beliefs, and norms—as a critical determinant of behavior. He advocates for understanding culture as a dynamic, evolving aspect that influences motivation, communication, and change management.

Leadership and Power Dynamics

His work examines different leadership styles (transformational, transactional, servant leadership) and their impact on organizational climate. Power and politics are also explored as inevitable elements influencing decision-making and employee engagement.

Methodologies Employed in McShane's Organizational Behavior Research

McShane's research approach combines qualitative and quantitative methods to provide a robust understanding of organizational phenomena.

Quantitative Techniques

- Surveys and questionnaires to measure employee attitudes, motivation, and job satisfaction.
- Statistical analysis to identify correlations and causal relationships among variables.

Qualitative Techniques

- Case studies of organizations to explore cultural and behavioral issues.
- Interviews and focus groups to gain nuanced insights into employee perceptions and experiences.

Integration of Data

McShane advocates for mixed-methods research, which combines quantitative data's breadth with qualitative insights' depth, enabling a comprehensive analysis of complex organizational behavior issues.

Practical Applications and Organizational Strategies Derived from McShane's Work

Enhancing Employee Motivation

McShane's insights into motivation lead to practical strategies such as:

- Designing jobs with meaningful tasks to satisfy psychological needs.
- Implementing recognition programs aligned with individual motivators.
- Fostering a supportive organizational culture that encourages growth and development.

Improving Communication and Team Dynamics

His work emphasizes:

- Establishing clear channels of communication.
- Promoting diversity and inclusion to leverage different perspectives.
- Developing team-building interventions based on understanding group behavior.

Change Management and Organizational Development

McShane's framework supports:

- Conducting cultural assessments to identify resistance points.
- Engaging employees in change processes to foster ownership.
- Applying transformational leadership to guide organizational change effectively.

Critical Analysis of McShane Organizational Behavior Contributions

Strengths of McShane's Approach

- Holistic Perspective: Recognizes the complex, interconnected nature of organizational systems.
- Practical Focus: Offers actionable insights for managers and practitioners.
- Integration of Multiple Disciplines: Enriches understanding by drawing from psychology, sociology, and management.

Limitations and Challenges

- Context Specificity: Some strategies may not readily translate across different organizational cultures or industries.
- Evolving Nature of Work: Rapid technological change and remote work pose new challenges that require ongoing adaptation of McShane's frameworks.
- Empirical Validation: While comprehensive, some models lack longitudinal studies to confirm long-term effectiveness.

Future Directions

Researchers and practitioners are encouraged to:

- Explore digital and virtual organizational behaviors.
- Incorporate diversity, equity, and inclusion (DEI) frameworks more deeply.
- Develop dynamic models that adapt to changing organizational landscapes.

Case Studies Demonstrating McShane's Organizational Behavior Principles

Case Study 1: Implementing a Motivational Program in a Tech Firm

A mid-sized tech company used McShane's motivation theories to revamp its employee engagement strategy. By aligning recognition systems with individual needs and fostering a culture of innovation, the firm saw a 20% increase in productivity and a significant decrease in turnover.

Case Study 2: Cultural Transformation in a Healthcare Organization

Applying McShane's insights into organizational culture and change management, a hospital initiated a cultural shift towards patient-centered care. Through leadership development and staff involvement, the organization improved patient satisfaction scores and staff morale.

Conclusion: The Significance of McShane Organizational Behavior in Contemporary Management

McShane Organizational Behavior offers a rich, integrative perspective that bridges theory and practice. Its emphasis on understanding human behavior within the complex system of organizations makes it a valuable resource for scholars and practitioners alike. As organizations face rapid change, globalization, and technological disruption, McShane's holistic and application-oriented approach remains highly relevant.

Future research and organizational practice will benefit from ongoing adaptation and expansion of McShane's frameworks—particularly in areas such as virtual work, diversity, and digital transformation. By continuing to investigate and refine these principles, the discipline can better support organizations in fostering effective, resilient, and human-centric workplaces.

In summary, McShane's approach to organizational behavior provides a comprehensive, practical, and adaptable framework that continues to influence management thought and practice. Its emphasis on understanding the multifaceted nature of human behavior within organizational systems makes it indispensable for anyone seeking to improve organizational effectiveness and employee well-being.

Question What is McShane's approach to understanding organizational behavior?
McShane's approach emphasizes the integration of individual, group, and organizational factors to analyze and improve workplace dynamics, focusing on communication, motivation, leadership, and culture. **How does McShane define organizational culture?** McShane defines organizational culture

as the shared values, beliefs, and norms that influence how members interact and work within an organization, shaping its overall environment. What are the key components of organizational behavior according to McShane? The key components include individual behavior, group dynamics, organizational structure, and processes, all of which interact to influence organizational effectiveness. How does McShane suggest organizations can improve employee motivation? McShane recommends applying theories such as expectancy theory and reinforcement to create motivating environments, along with recognizing individual needs and fostering a positive organizational culture. What role does leadership play in McShane's organizational behavior model? Leadership is central in McShane's model, as effective leaders influence motivation, communication, and organizational climate, driving positive change and performance. How does McShane address the impact of diversity on organizational behavior? McShane highlights that diversity brings varied perspectives which can enhance creativity and decision-making, but also requires inclusive practices to manage potential conflicts and promote cohesion. What are some practical applications of McShane's organizational behavior theories? Practical applications include improving teamwork, designing effective incentive systems, enhancing communication strategies, and developing leadership training programs to foster a healthy organizational environment.

Related keywords: McShane organizational behavior, organizational behavior theories, workplace motivation, leadership styles, communication in organizations, team dynamics, organizational culture, employee engagement, motivation theories, organizational development

Read the full article online: [MCSHANE ORGANIZATIONAL BEHAVIOR](#)