

Questions for Review

1. What are the similarities and differences between emotions and moods? What are the basic emotions and the basic mood dimensions?
Answer: Emotions are intense feelings directed at someone or something. Moods are feelings that tend to be less intense than emotions and often lack a contextual stimulus. Thus the similarities are the “feelings” component but the differences lie in the intensity and context. The basic emotions are happiness – surprise – fear – sadness – anger – and disgust. The basic emotions are classified as those with a positive affect such as joy and gratitude and those with a negative affect such as anger or guilt.
2. Are emotions and moods rational? What functions do emotions and moods serve?
Answer: Emotions can be rational or irrational. Expressing emotions publicly may be damaging to social status. Emotions are critical to rational decision making and they help us understand the world around us. Emotions and moods serve a number of functions. Darwin argued they help in survival problem solving. In evolutionary psychology: people must experience emotions as there is a purpose behind them. However, not all researchers agree with this assessment.
3. What are the primary sources of emotions and moods?
Answer: The primary sources of emotions and moods are:
 - a. Personality - There is a trait component – affect intensity
 - b. Day and Time of the Week - There is a common pattern for all of us
 - c. Happier in the midpoint of the daily awake period
 - d. Happier toward the end of the week
 - e. Weather - Illusory correlation – no effect
 - f. Stress - even low levels of constant stress can worsen moods
 - g. Social Activities - Physical, informal, and dining activities increase positive moods
 - h. Other factors are sleep, age, gender, etc.
4. What is emotional labor, and why is it important to understanding OB?
Answer: Emotional labor is when an employee expresses organizationally desired emotions during interpersonal transactions. Originally developed in relation to service jobs, but now seems to apply to every job. For example, you are expected to be courteous and not hostile in interactions with coworkers.
5. What is affective events theory? Why is it important to understanding emotions?
Answer: Affective events theory states that an event in the work environment triggers positive or negative emotional reactions. AET recognizes that emotions are a response to an event in the individual work environment. The environment creates work events that can be hassles, uplifts, or both. These work events trigger positive or negative emotional reactions that are moderated by the employee’s personality and mood. AET offers two important messages. First, emotions provide valuable insights into understanding employee behavior. Second, emotions in organizations and the events that cause them shouldn’t be ignored, even when they appear to be minor. This is because they accumulate. It’s not the intensity of hassles and uplifts that leads to emotional reactions, but more the frequency with which they occur. Current and past emotions can affect job satisfaction. Emotional fluctuations over time can create variations in job performance. Both negative and positive emotions can distract workers and reduce job performance.

6. What is emotional intelligence, and what are the arguments for and against its importance?

Answer: Emotional intelligence (EI) refers to an assortment of non-cognitive skills, capabilities, and competencies that influence a person's ability to succeed in coping with environmental demands and pressures.

- a. Self-awareness: Being aware of what you are feeling.
 - b. Self-management: The ability to manage one's own emotions and impulses.
 - c. Social skills: The ability to handle or detect the emotions of others.
 - d. Several studies suggest EI may play an important role in job performance.
 - e. EI is controversial and the pros and cons are as follows:
 - f. Case for EI: Intuitive appeal; predicts criteria that matter; is biologically-based.
 - g. Case against EI: Too vague a concept; can't be measured; its validity is suspect.
7. What effect do emotions and moods have on different OB issues? As a manager, what steps would you take to improve your employees' moods?

Answer: Emotions and moods can affect a variety of different OB issues such as:

- a. Selection - EI should be a hiring factor, especially for social jobs.
- b. Decision Making - Positive emotions can lead to better decisions.
- c. Creativity - positive mood increases flexibility, openness, and creativity.
- d. Motivation - positive mood affects expectations of success; feedback amplifies this effect.
- e. Leadership - emotions are important to acceptance of messages from organizational leaders.

As a manager, this is a situation that calls for individual student responses. Each student will have a different set of steps. However, you should emphasize that students incorporate certain elements in their "plans." These should include: humor, employee appreciation, and the recruitment and selection of employees based on appropriate (or "good fit") personalities for the job.

8. Does the degree to which people experience emotions vary across cultures? Do peoples' interpretations of emotions vary across cultures, and do different norms across cultures govern the expression of emotions?

Answer: People do not experience emotions equally. Culture can determine the type, frequency, and depth of experienced emotions. People interpret emotions similarly across cultures. Negative emotions are seen as undesirable and positive emotions are desirable; however, value of each emotion varies across cultures. Emotional expression varies across cultures too. Some cultures have a bias against emotional expression; others demand some display of emotion. The way that emotions are expressed may make interpretation outside of one's culture difficult.