

1) Meaning of OB :-

As Machines, materials and money are inanimate, organisational Behaviour, obviously, should mean Human Behaviour; - the behaviour of the individuals, in the organisation.

2) Definition of OB :-
Organisational Behaviour is directly concerned with the understanding, prediction and control of human behaviour in organisations.

- Fred Luthans

3) Anthropology :-

It is a study of the fundamental differences in the values and beliefs of people from different walks of life. It studies the culture and practices in different societies.



12) Perception

Perception is the manner in which a person understands someone or something.

It is a cognitive or knowing process.

13) Definition

Perception is the process of becoming aware of situations, of adding meaningful associations to sensations.

- B. Von Haller.

14) Stimuli

Stimuli play a vital role in perception. The word stimuli is the plural form of stimulus which means anything that excites or arouses a person.

15) Stereotype perception is when a person is perceived based on the characteristics of the group to which he belongs rather than his individual characteristics. Stereotyping is said to have occurred.

9) Autocratic Model :-

Under the autocratic model, the manager uses his authority and directs the subordinates to do the work as per his specifications. The subordinates are not given the freedom to act. They have to carry out the task faithfully as per their boss's instructions.

10) Collegial Model :-

In the collegial model the manager participates in the process of task performance by the subordinates.

In other words, the manager and subordinates work as a team.

11) Expansion of SCT.

Social Cognitive Theory (SCT) is a psychological theory that deals with the relationship between the individual and the environment. It is a theory of human behavior that is based on the idea that people learn from their environment and from other people. The theory is based on the idea that people learn from their environment and from other people. The theory is based on the idea that people learn from their environment and from other people.



results from reinforced practice or experience

- Steers and Lyman.

20) Reinforcement :-

In the context of organisational behaviour, reinforcement is anything done to strengthen or support desired behaviour. This increases the frequency of desirable behaviour.

21) Cognitive Theory of learning :-

Cognition is the act of knowing. The cognitive theorists are of the view that the learner forms a cognitive structure in memory that preserves and organises information about the various events that occur in a learning situation.

Unit - III :-

22) Personality :-

It is used by some to refer to the physical attributes of a person - body structure, skin colour, hairstyle etc., The physical characteristics of an individual, no doubt are important.



23) Definition of personality :-

"Personality can be described as how a person affects others, how he understands and views himself and his pattern of inner and outer measurable traits".

- Floyd L. Ruch

24) Machiavellianism :-

It is a term derived from the work of one Nicolo Machiavelli.

It refers to the tendency to influence others for the sake of achieving one's goals.

25) Introversim :-

people who are introverts are, by nature, quiet. They may be intellectuals but may interact only with a few persons who are close to them.

26) Extroversion :-

Extroverts are those who mingle freely with everyone.



16) Halo effect :-

It refers to the tendency to perceive a person, possessing a few good qualities as too good or to perceive another, with a few bad qualities as totally bad.

Unit - II :

1) Personality :-

17) 6) sensation :-

18) Figure Ground

19) Learning

Relatively permanent change in behaviours or potentiality that



31) Adolescence :-

Teenagers fall in this category. The individual, at this stage, tries to establish his own identity in the society. Failure to achieve results in confusion.

32) Group :-

A group is a cluster of persons who have come together to pursue activities of common interest. It consists of any number of persons.

33) Definition of Group :-

According to Edger Schein "A group is an aggregation of people who interact with each other, are aware of one another, have a common objective and perceive themselves to be a group."



27) Super ego :-

It is the component of personality composed of personal interact ideas that we have acquire from our parent and society.

28) Inquisitiveness :-

People who are inquisitive or curious are always eager to learn. They show keen interest in every matter and in particular that concerning their work.

29) Four self theory :-

Self - image.

Ideal - self.

Looking - glass - self.

Real self.

30) Locus of control :-

It refers to the beliefs of an individual that what happens is within his control (Internal locus of control) or is beyond his control (external locus of control).



36) In and out group :-

An in-group is one to which we belong.

The person who is not belong to the group is known as out group.

37) Group cohesiveness :-

It refers to the extent to which the members of group are attached to each other and willing to remain within the group.

38) Stress :-

A person undergoes stress when he feels that he is ill-equipped to carry out the tasks assigned to him.

39) Leader :-

A person who guides and directs others called leader.

40) Definition of leadership :-

Leadership is the ability of a manager to induce subordinates to work with confidence and zeal.

- Koontz and O'Donnell.

41) Laissez Faire Leader :-

The dictionary meaning of laissez faire is policy of non-interference. Also known as a "free rein leader", a leader who gives full freedom to his followers is known as Laissez Faire leader.

42) Meaning of Motivation :-

Motivation is the process of inducing and instigating the subordinates to put in their best.

24) Formal and informal group :-

A group that is officially, deliberately and consciously created to perform certain tasks is known as a formal group.

An informal group is one that is unofficially created. It arises owing to personal relationships between the individual in an organization. Factors such as friendship, language, religion, hobbies, personal likes and dislikes influence the formation of informal groups.

25) Open and closed group :-

An open group is one that is in a constant state of change. Its membership keeps fluctuating i.e., existing members may leave and new members may join.

A closed group is one that is quite stable. It maintains stable membership & does not shed established practices.



It affects the free flow of communication. In case of telephone conversation, cross talk can lead to distortion.

48) Elements of communication :-

Communicator (or) sender.

Message

Encoding

Transmission

Channel

Receiver or Communicatee.

Decoding

Feedback

49) Meaning of conflicts :-

Conflicts means disagreement between the persons employed in an organisation.

50) Definition of conflicts :-

Conflict is the condition of objective incompatibility between values and goals.

- Ralph Kilman & Kenneth Thomas



43) Definition of motivation :-

Motivation means a process of stimulating people to action to accomplish desired goals
- W.G. Scott.

44) Valence :-

Valence refers to the strength of a person's desire for a particular outcome.

45) Meaning of communication :-

It has been derived from the Latin word communis which means common. It is the process of sharing facts, ideas & opinions in common.

46) Definition of communication :-

Communication is the exchange of facts, ideas, opinions or emotions by two or more persons.

- Newman & Summer.



outcome of X	Win	Win - Lose	Win - Win
	Lose	Lose - Lose	Lose - Win
		Lose	Win
		outcome of Y	

55) Meaning of organizational change:-

change, with reference to work environment, means any alteration that requires the people doing work to make certain adjustment.

56) Definition of change:-

change is any alteration occurring in the work environment that affects the ways in which the employees must act. These changes may be planned or unplanned, catastrophic or evolutionary, positive or negative, strong or weak, slow or rapid & stimulated either internally or externally.

57) Resistance to change :-

- Threat to job security
- Fear of losing job.
- Fear of Monetary loss.
- Loss of Leave benefits.

58) Meaning of OD :-

Organisational development is the systematic application of the knowledge gained from behavioural science to bring about planned change.

59) Definition of OD :-

OD is a complex educational strategy designed to increase organisational effectiveness & wealth through planned intervention by a consultant using theory & techniques of Applied behavioural science.

- Dale S. Beach -



51) positive conflicts & negative conflicts.

Positive Conflicts :-

The decision may be reviewed
communication relationship improve
scope for finding a better solution
to the problem under consideration.

52) Negative Conflicts :-

The morale of the employees becomes
low

productivity gets affected.

Decline in the level of efficiency.

53) Latent conflict :-

It has not taken a definite
shape. It may arise in the sub-
conscious mind of a person.

54) Conflict outcomes.

Conflict between two individuals
or groups, say X and Y, may
produce any of the following
outcomes.



64) Definition of Organisational Climate :-

It refers to a set of characteristics that describe an organisation, distinguish it from other organisations, endure over a longer period of time & influence the behaviour of the people in it -

- Forehand & Gilmer

65) Dominant Culture :-

It refers to a set of values that are shared by all the members of an organisation.

66) Metamorphosis :-

67) Oral Effectiveness :-

It may be explained as the capacity of an organisation to procure & utilise the resource efficiently for the attainment of the desired objectives.



(a) Definition of organisational Effectiveness :-

Effectiveness may be defined as the degree to which an organisation realises its goals.

- Amitai Etzioni

(b) Casual variable :-

These are independent variables that determine the cause of development within an organisation & the results achieved by the organisation and consist of the following.

Leadership strategies, skills & styles.

Management's decisions.

Meaning of Attitude :-



a) Managerial Grid :-

It is used to evaluate the management style / leadership. The authors are Robert Blake & Jane Mouton. The grid consists of two dimensions concern for production and concern for people.

b) Meaning of Organisational culture :-

It is the acquisition of values, beliefs, attitudes, expectations etc., by the employees of an organisation.

c) Definition of Organisational culture :-

It is a general constellation of beliefs, morals, value systems, behavioural norms and ways of doing business that are unique to each corporation.

- Tustinall.

d) Meaning of Organizational Climate :-

It is nothing but its work environment as perceived by the individuals in the organisation.



Unit 3

Personality

1. What is personality?
2. Define personality.
3. What is Machiavellianism?
4. What is Introverts?
5. What is Extroverts?
6. Define "Super Ego".
7. What is Inquisitiveness?
8. Mention four Self theory.
9. What is locus of Control?
10. What is Adolescence?

Big Q

1. Factors determinants of personality
2. Stages of personality dev.
3. Theories of personality.

Unit 5

Orgn. Change → cost → Efficiency.

1. What is Orgn. Change?
2. Define " "
3. What does resistance
4. Meaning of OD
5. Define OD
6. What is Managerial grid?
7. What is ^{Orgn} Culture?
8. Define Orgn. Culture?
9. What is orgn. climate?
10. Define " "
11. What is dominant Culture?
12. What is Metamorphosis?
13. " " Orgn Efficiency?
14. Define " "
15. What are Casual variables?

Orgn. resistance

Orgn.

1. Leadership
2. Nature of leadership
3. Qualities of a leader
4. Functions of a leader
5. Theories of leadership
6. Characteristics of a leader

Unit 4
Leadership - Motivation - Communication -
Conflict.

1. Who is a leader?
2. Define Leadership.
3. Who is Laissez-Faire leader?
4. What is Motivation?
5. Define
6. What is Valence?
7. What is Communication?
8. Define
9. What is distortion?
10. Elements of Commn.
11. What is Conflict?
12. Define
13. What are positive & Negative Conflict?
14. What is Latent Conflict.
15. Conflict outcomes? Explain

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

Big Q

1. Leader Vs Manager
2. Nature of Leadership.
3. Qualities of a leader.
4. Function
5. Theories of Leadership.
6. Characteristics of Motivation.
7. Importance
8. Theories → Maslow's, X & Y, Herzberg.
9. Nature of Communication.
10. Types

- 11) Barriers of Commn.
- 12) Stages of Conflict.
- 13) Why do Conflict arise?
- 14) Conflicts & Performance

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

Big 9

1. Factors influencing change.
2. Reasons for resistance to change.
3. How to Overcome Change of Resistance.
4. Features of OD
5. Objectives "
6. Assumptions "
7. Process of OD
8. Features of Orgn. Culture.
9. Types "
10. Orgn. Climate Vs Culture.
11. Measures to develop a sound Orgn. Climate.
12. Effectiveness Vs Efficiency.
13. Approaches to Orgn. Effectiveness.
14. Factors influencing "