

# ORGANISATIONAL BEHAVIOUR

2 Marks :

## 1. Definition of Organisational Behaviour:

→ According to Fred Luthans, "Organisational Behaviour is directly concerned with the understanding, prediction and control of human behaviour in organisations".

## 2. The Scope of Organisational Behaviour:

- Skill development
- Personal growth through insight into human behaviour.
- Improvement of Organisational and individual
- Sharpening and Refining of Common Sense.

## 3. The Organisational Behaviour Models:

→ Four Organisational Behaviour models have been developed by experts.

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→ Autocratic

→ Custodial

→ Supportive

→ Collegial.

#### 4. People form groups:

→ People come together to join and form groups for a variety of reasons. Important among these are.

→ Nearness and Interaction

→ Capacity to influence

→ Need for security

→ Common interests

→ Recognition

→ Power

→ To get rid of delay.

#### 5. Definition of Personality:

→ According to Floyd L. Ruch, "Personality can be described as how a person affects others, how he understands and views

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himself and his pattern of inner and other outer measurable traits".

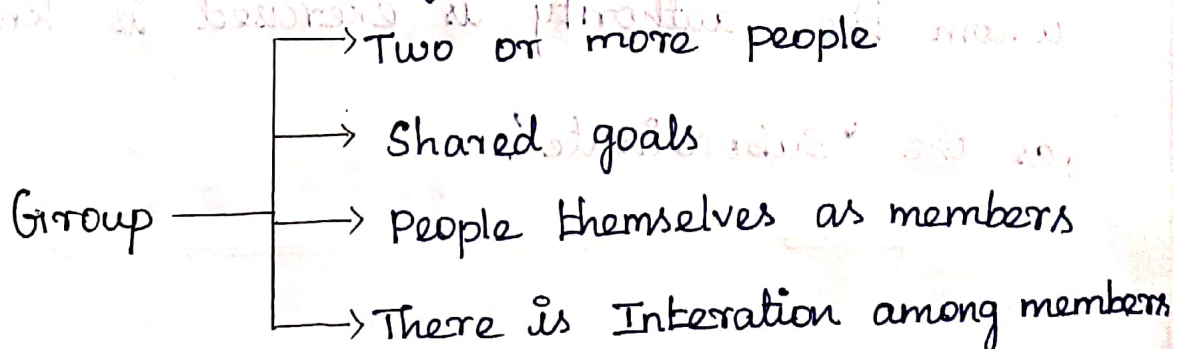
## 6. Meaning of group Cohesiveness:

→ Group Cohesiveness refers to the extent to which the members of a group are attached to each other and willing to remain within the group.

## 7. Meaning of group Dynamics:

→ In the study of group and also a general term of group process.

→ In group dynamic "Group process" refers to the understanding of the behaviour of the people in the group. Such as task groups that are trying to solve and problem or making the decision.



## 8. Qualities of an effective leader:

- Ability to analyse
- Emotional stability
- Self - Confidence
- Foresight
- Sense of Judgement
- Understanding
- Mental Courage
- Communication Skills.

## 9. Authority:

→ 'Authority' is the official right of a person to do and make things happen in an Organisation.

→ The person vested with authority is known as the 'Superior'. The person on whom the authority is exercised is known as the 'Subordinate'.

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10. Difference between power & authority:

Authority	Power.
<p>→ It is the official right of an individual.</p>	<p>→ It is the capacity of an individual.</p>
<p>→ It can be transferred by the process of a delegation.</p>	<p>→ Power, being the personal capacity of an individual, cannot be transferred to anyone.</p>
<p>→ Authority relationship can be shown in the Organisation chart.</p>	<p>→ Power positions cannot be shown by means of an Organisation chart.</p>
<p>→ The authority of an official increases with an elevation in his official status.</p>	<p>→ The power of an individual does not change with a change in his official status.</p>

11. Definition of motivation:

→ The important task before every manager is to secure optimum performance

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from each of his subordinates. The performance of the subordinate, in turn, is determined by his ability to work and the extent to which he is motivated.

→ The term 'motivation' has been derived from the word 'motive'. Motive is the urge, need, want or desire that induces a person to work.

## 12. Theories of motivation:

- (i). Maslow's Need Hierarchy Theory
- (ii). Mc Gregor's X and Y Theories
- (iii). Ouchi's Z Theory
- (iv). Herzberg's Two-Factor Theory
- (v). McClelland's Need Theory
- (vi). Vroom's Expectancy Theory

## 13. Meaning of attitude:

→ In the context of the workplace

'attitude' is the feeling of an employee about his job, his superiors and follow-

employees. Attitude may be positive or negative. Employees with a negative attitudes on the other hand, are insincere in their work.

#### 14. Traits Theory of leadership :

→ This theory is based on the assumption that a leader is a person who possesses certain exceptional traits or qualities. Many such traits or qualities were identified.

→ Evaluation of the Traits Theory

→ Evaluation of the Behaviour Theory

→ Situational Theory

→ Evaluation of the situational Theory.

#### 15. Definition of politics :

→ When a person having 'power' or 'authority' uses the same to favour some in the organisation, much against the interests of others, there is 'Politics'.

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→ According to Drury and Romm,  
"Organisational politics refers to intentional behaviour that is designed to enhance or protect a person's influence and self-interest"

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16. List Out Causes of Stress:

(i) Personal factors

→ Ability

→ Perception

→ Experience

→ Desire for work

(ii) Organisational factors

→ Nature of Job

→ Inter-personal relationship

→ Time pressure

→ Physical working condition.

17. Definition of Perception:

→ According to B. von Haller Gilmer,

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



## 18. Formal Groups :

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

→ Such a group has a hierarchical structure. A formal group is also known as a command group.

## 19. Grapevine :

→ Informal Communication is the result of casual or personal contact between the individuals in an Organisation. The news spreads like fire.

→ Informal Communication is also known as 'grapevine' as it spreads in the manner the grape plant does.

## 20. Norming :

→ A strong sense of group identity and comradeship also develops.

→ One person emerges as a powerful leader. Such a development paves way for its group cohesion.

d1. MBO :

→ It is a technique to the superior and the subordinate jointly identify the objectives desired to be achieved by the subordinate in tune with the overall results expected. The concept of MBO was developed by Peter Drucker.

d2. Differentiate Leader and Manager.

Leader	Manager
→ A person becomes a leader by virtue of his personal qualities.	→ A person becomes a manager by virtue of his official authority.
→ A leader has followers	→ A manager has the subordinates.
→ Leadership is possible both in formal and informal groups	→ Management is possible only in a formal structure

## 23. Definition of Social Psychology:

→ In the field of psychology, social Psychology is the scientific study of the thoughts, feelings and behaviours of individuals are influenced by the actual, imagined and implied presence of other.

## 24. The changes of model :

→ The changes of model are consists of three main stages are.

### (i). Unfreeze :

→ The first stage of the process of changes according to Lewin's method involves the preparation for the change.

### (ii). Change :

→ This is the stage of real transition or change takes place.

### (iii). Refreeze :

→ The change has been accepted, embraced and implemented by people, the company or organization begins to become stable again.

25. The role of a HR Manager :

→ Human Resources managers plan, direct, and co-ordinate the administrative functions of an organization. They oversee the recruiting interviewing and hiring of new staff.

→ Consult with top executives on strategic planning, and serve as a link between an organization's management and its employees.