



MUTHAYAMMAL ENGINEERING COLLEGE

(An Autonomous Institution)

(Approved by AICTE, New Delhi, Accredited by NAAC & Affiliated to Anna University)

Rasipuram - 637 408, Namakkal Dist., Tamil Nadu.



MUST KNOW CONCEPTS

MKC

MBA

2020 -21

Course Code & Course Name : 19MBC23& MANAGERIAL BEHAVIOR AND EFFECTIVENESS

Year/Sem/Sec : II / III

S.No.	Term	Notation (Symbol)	Concept / Definition / Meaning / Units / Equation / Expression	Units
Unit-I : Defining the Managerial job				
1.	Planning		Defining goals for a future direction and determining on the missions and resources to achieve those targets	I
2.	Organizing		Assigning tasks, grouping tasks into departments, delegating authority, and allocating resources across the organization.	I
3.	Leading		Use of influence to motivate employees to achieve organizational goals	I
4.	Controlling		The function of management which helps to seek planned results from the subordinates	I
5.	Figure Head Role		Receiving important visitors	I
6.	Leader		Motivates and encourages the subordinates	I
7.	Monitor		Seeks and receives information to obtain through understanding of organization & environment.	I
8.	Spokes person		Information about organization must be transmitted to outsiders.	I
9.	In Effective job behavior		Develops an ineffective plan to achieve goals	I
10.	Effective job behavior		Effective leaders are clear on what matters to communicate	I
11.	Managerial Talent		It is the ability to succeed the goals while providing happiness and wealth to employers and employees.	I
12.	Employee Selection		It is the process of choosing individuals who have relevant qualifications to fill jobs in an organization	I

	Selection			
13.	Decision making		The process of choosing from among several alternatives	I
14.	Distress		The unpleasant stress that accompanies negative events	I
15.	Feedback		The process in which the receiver returns a message to the sender that indicates receipt of the message	I
16.	Empowerment		The process of enabling workers to set their own work goals, make decisions, and solve problems within their sphere of responsibility and authority.	I
17.	Formal group		Formed by an organization to do its work.	I
18.	Benchmarking		A technique that involves comparing one's own processes to excellent examples of similar processes in other organizations or departments	I
19.	Brainstorming		A tool used to encourage creative thinking and new ideas. A group formulates and records as many ideas as possible concerning a certain subject, regardless of the content of the ideas.	I
20.	Empowerment		Usually refers to giving employees decision-making and problem-solving authority within their jobs.	I
21.	Leader		Defines goals and standards of performance, delegates and allocates work according to abilities.	I
22.	Conflict		A disagreement among parties. It has both positive and negative characteristics.	I
23.	Cultural		The values that employees need to have and act on for the organization to act on the strategic values	I
24.	Career management		It enables the employees to better understand their career skills with in and outside the organization.	I
25.	Managerial Effectiveness		It means to organize employees to accomplish the company's goals.	I
Unit-II PERFORMANCE PLANNING & ANALYSIS				
26.	Distress		The unpleasant stress that accompanies negative events.	II

27.	Product approach		It compares a business's production to the amount spent to create a product.	II
28.	Superior Ratings		It represents the finest conceivable performance for the event and the level of participants being adjudicated.	II
29.	Subordinate Ratings		Research into the psychometric properties of appraisals by subordinates dates back to the early seventies.	II
30.	Formalization		The degree to which rules and procedures shape the jobs and activities of employees.	II
31.	Key Performance Indicator (KPI)		It evaluate the success of an organization of a particular person	II
32.	Optimizer		A person in a large business whose task is to maximize profits and make the business more efficient.	II
33.	Goal		A desirable objective	II
34.	Absenteeism		failure to show up for work	II
35.	Group		Two or more people who interact with one another such that each person influences and is influenced by each other person	II
36.	Team Player		It is a person who plays or works well as a member of a team or group.	II
37.	Informal Group		A group that is established by its members.	II
38.	Distress		The unpleasant stress that accompanies negative events	II
39.	Drive		It includes any person who drives on a road as part of their employment.	II
40.	Organization Climate		Current situations in an organization and the linkages among work groups, employees, and work performance	II
41.	Organization process		Each organization works towards the realization of one vision.	II
42.	Organization Culture		The set of values that helps the organization's employees understand which actions are considered acceptable and which unacceptable. (18)	II
43.	Leadership		It is the human factor which binds a group together and motivates it towards goals.	II
44.	Responsibility		An obligation to do something with the	II

			expectation of achieving some act or output.	
45.	Climate		It refers to employees' perceptions of what the organization is like in terms of practices, policies and procedures.	II
46.	Risk		Condition under which the decision maker cannot know with certainty what the outcome of a given action will be but has enough information to estimate the probabilities of various outcomes	II
47.	Group influences		Humans are inherently social animals, and individuals greatly influence each other.	
48.	Job challenge		It can be described as the extent to which a job is stimulating and interesting.	
49.	Competition		It is the process of companies and individuals competing in the same industry or field.	
50.	Directive style		Expectations and directions are clearly defined and understood.	II

Unit-III PERFORMANCE REVIEW & DISCUSSION

51.	Organization Effort		It helps in developing new products.	III
52.	Managerial effort		It may include psychological as well as physical commitment to accomplish a goal.	III
53.	Self development		It takes steps to better yourself, such as by learning new skills or overcoming bad habits.	III
54.	Negotiation skills		It is a process by which compromise or agreement is reached while avoiding argument and dispute	III
55.	Competitive spirit		It is the basic unit of life for an individual who wants it all and is willing to do the work to get it.	III
56.	Cost leadership strategy		This generic strategy calls for being the low cost producer in an industry for a given level of quality.	III
57.	Resource based model		RBV is a model that sees resources as key to superior firm performance.	III
58.	Fostering Creativity		It means facilitating and communicating the goals of creativity to the HR and to achieve the organisational goals.	III
59.	Creativity		The use of imagination or original ideas to	III

			create something; inventiveness.	
60.	Innovation		The action or process of innovating.	III
61.	Attitudes		A person's complexes of beliefs and feelings about specific ideas, situations, or other people. attribution theory Suggests that we attribute causes to behavior	III
62.	Competencies		A set of descriptors outlining the skills, knowledge and behaviors (attitudes) needed by those concerned with quality improvement.	III
63.	Constraint		Something that limits the output of the entire process.	III
64.	Efficiency		A general term used to describe how resources are used to produce a given output. An efficient process is one that uses relatively few resources	III
65.	Empowerment		The process of supporting workers to discover and claim their power to improve their work processes.	III
66.	Enterprise Resource Planning		Enterprise systems aim to overcome problems with incompatible Information storage and retrieval systems by introducing a common format for databases within companies	III
67.	Forecasting		One of the activities possible by business intelligence. It is the formulation of trends, predictive models, and scenarios for the purpose of better decision-making.	III
68.	Interaction		Two independent variables interact when changes in the value of one change the effect on the dependent variable of the other.	III
69.	Organization Effort		It helps in developing new products.	III
70.	Inventory		work-in-progress; and finished goods. Completed products not yet sold are the most expensive kind of inventory. Unprocessed components are the least expensive kind of inventory.	III
71.	Monitoring		To be aware of the state of a system; to observe a situation for any changes which may occur over time, using a measuring device of some sort.	III
72.	Outcome goals		An organization's overarching goals	III
73.	Decisionmaking		By consensus, real issues openly discussed,	III

			full commitment by team, little formal voting, simple majority not accepted as a proper basis for action	
74.	Expressing personal feelings		People freely express their feelings and ideas, both on the problem and on the group's operation; few hidden agendas; feedback readily accepted; high levels of trust, respect, care	III
75.	Personality Credibility		Does what he/she commits to doing. Respects the confidentiality of information or concerns shared by others. Is honest and forthright/direct with people. Carries his/her fair share of the workload. Takes responsibility for own mistakes; does not blame others..	III

Unit- IV-Environmental issues in Managerial Effectiveness

76.	Organisational Processes		Organizational development (OD) it is a term used to encompass a collection of planned change interventions, built on humanistic-democratic values, that seek to improve organizational effectiveness and employee well being.	IV
77.	Survey Feedback		One tool for assessing attitudes held by organizational members, identifying discrepancies among member perceptions, solving differences is the survey feedback approach.	IV
78.	Team Building		Team building can be applied within groups or at the inter group level where activities are interdependent.	IV
79.	Organisational Climate		Organizational climate (sometimes known as Corporate Climate) is the process of quantifying the —culture of an organization, it precedes the notion of organizational culture	IV
80.	Leader		"Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential.	IV
81.	Group Influences		A collection of individuals who have regular contact and frequent interaction, mutual influence, common feeling of camaraderie, and who work together to achieve a common set of goals	IV

82.	Autocratic		Leader makes decisions without reference to anyone else. High degree of dependency on the leader	IV
83.	Democratic		Encourages decision making from different perspectives. leadership may be emphasised throughout the organisation	IV
84.	Consultative		process of consultation before decisions are taken	IV
85.	Persuasive		Leader takes decision and seeks to persuade others that the decision is correct	IV
86.	Laissez-Faire		Let it be the leadership responsibilities are shared by all Can be very useful in businesses where creative ideas are important	IV
87.	Job transitions		A change in work role – whether change in content, level of responsibility or location – requires you to handle responsibilities that are in some way unfamiliar and where the usual routines and behaviors are no longer adequate	IV
88.	High levels of responsibility		Assignments with high levels of responsibility have greater breadth, visibility and complexity; they also expose you to pressure and high-stakes decisions.	IV
89.	Managing boundaries		Most leaders are accustomed to managing downward. In situations where you must work across lateral boundaries your new challenge is to work with people over whom you have no formal or direct authority.	IV
90.	Creating change		Jobs that require you to create change call for actions and decisions in the face of uncertainty and ambiguity	IV
91.	Competition		From a managerial perspective, competition generally falls into the external environment, though it can also take shape in the internal environment through rivalry between strategic business . For managers, understanding	IV
92.	Internal Competition		Businesses also compete internally, an intrinsically complex issue. On the surface,	IV

			internal competition involves either <u>direct product substitutes</u> or funding competition	
93.	DIRECTIVE		The DIRECTIVE (Coercive) style has the primary objective of immediate compliance from employees: The do it the way I tell youl manager Closely controls employees	IV
94.	Authoritative		The firm but fairl manager Gives employees clear direction Motivates by persuasion and feedback on task performance	IV
95.	Affiliative		The affiliative style has the primary objective of creating harmony among employees and between manager and employees	IV
96.	Participative		The participative (Democratic) style has the primary objective of building commitment and consensus among employees	IV
97.	Pacesetting		The do it myselfl manager Performs many tasks personally and expects employees to follow his/her example Motivates by setting high standards and expects self-direction from employees	IV
98.	coaching		the Coaching style has the primary objective of long-term professional development of employees:	IV
99.	SpendTime Managing		The effective manager spend most of their time manager . That is they spend most of their time identifying opportunity for improvement	IV
100.	Manager as a Optimizer		The actions he is to take will arise from the answers a manager gives to these questions	IV

Unit-V : Developing The Winning Edge

101.	Organisational and Managerial Efforts			V
102.	Current strategy		When dealing with change management it is often required to have a <u>closer look at the current strategy.</u>	V
103.	Communicate		To successfully implement change initiatives, organizational leaders must identify the need for change and <u>communicate</u>	V

104.	Personal development		is a lifelong process. It's a way for people to assess their skills and qualities, consider their aims in life and set goals in order to realise and maximise their potential	V
105.	Negotiation Skills		Negotiation is a method by which people settle differences - explore the stages of negotiation and learn how to improve your negotiating skills	V
106.	Problem Analysis		Effective negotiators must have the skills to analyze a problem to determine the interests of each party in the negotiation	V
107.	Preparation		Before entering a bargaining meeting, the skilled negotiator prepares for the meeting. Preparation includes determining goals	V
108.	Active Listening		Negotiators have the skills to listen actively to the other party during the debate.	V
109.	Emotional Control		It is vital that a negotiator have the ability to keep his emotions in check during the negotiation.	V
110.	Verbal Communication		Misunderstandings can occur if the negotiator does not state his case clearly. During a bargaining meeting,	V
111.	Collaboration and Teamwork		Effective negotiators must have the skills to work together as a team and foster a collaborative atmosphere during negotiations	V
112.	Problem Solving		Instead of focusing on his ultimate goal for the negotiation, the individual with skills can focus on solving the problem, which may be a breakdown in communication,	V
113.	Decision Making Ability		Leaders with negotiation skills have the ability to act decisively during a negotiation. It may be necessary during a bargaining arrangement to agree to a compromise	
114.	Interpersonal Skills		Effective negotiators have the interpersonal skills to maintain a good working relationship with those involved in the negotiation.	
115.	Ethics and Reliability		Ethical standards and reliability in an effective negotiator promote a trusting environment for negotiations	V
116.	Development of the Competitive Spirit		This research paper identifies the competitive advantage concepts and models, competitive strategies and the main human resource practices that have a significant impact on the	V

			employee's performance	
117.	Cost reduction strategy		firms typically attempt to gain competitive advantage by being the lowest cost producer.	V
118.	Job Description		The job description is generally used to identify the responsibilities, the objectives associated with each specific task and the reward that associated with good performance	V
119.	Job Evaluation		once jobs have been analyzed and described, the job evaluation began by considering several job factors such as working condition	V
120.	Knowledge management		is the process of capturing, developing, sharing, and effectively using organizational knowledge. It refers to a multi-disciplined approach to achieving organisational	V
121.	Information Technology		The initial stage of KM was driven primarily by IT, information technology. That first stage has been described using an equestrian metaphor	V
122.	HR and Corporate Culture		KM emerged when it became apparent that simply deploying new technology was not sufficient to effectively enable information and knowledge sharing	V
123.	Taxonomy and Content Management		The importance of content, and in particular the awareness of the importance of the retrievability of content, and therefore of the importance of the arrangement	V
124.	Self-improvement		usually the same as personal development	V
125.	Stress & depression		are two similar negative things that very often interfere with our success.	V

General Questions

126.	Attrition		This term refers to the voluntary and involuntary terminations, deaths and employee retirements that result in a reduction to the employer's	
127.	Balanced scorecard		Developed in the early 1990s by Drs. Robert Kaplan and David Norton, the term "balanced scorecard" refers to a management and measurement system,	
128.	Behavioral competency		Behavioral competency is essentially an evaluation of the behavior qualities and	

			character traits of an employee	
129.	Employee's total experience		An employee's total experience (i.e., perceptions, emotional and intellectual stimulation, and challenges) of every touchpoint in their employee lifecycle, including career growth, workload, company culture, and relationships with peers, managers, and leadership.	
130.	Employee lifecycle		An HR model identifying the stages of an employee's life at an organization from pre-hire to alumni. Stages include recruitment, onboarding, development	
131.	Deskless workers		Workers who typically travel or work remotely from a mobile device, rather than on a laptop.	
132.	Non-traditional workers		Employees working in a field where 25% or less of their colleagues share their gender	
133.	Core values		The guiding principles of an organization that help shape what work a company does and how they do it. These values can also act as a guiding light for the business in ambiguous or difficult situations.	
134.	Employee/corporate wellness		Wellness initiatives promote the health of individual employees for the health of the company as a whole	
135.	Diversity & Inclusion		programming is designed to make the workplace welcoming and effective for all employees, regardless of sex, gender, race, sexuality, or ability	
136.	Real time <i>Recognition</i>		Recognition provided in response to events as they occur, rather than during an annual review or quarterly employee appreciation event.	
137.	Employee Net Promoter Score		An employee loyalty metric framed as the simple question, "On a scale of 1-10, how likely are you to recommend this organization as a good place to work?" Employees who respond with 9 or 10 are considered	
138.	Behavioral-Based Interview		An interview technique used to determine whether a candidate is qualified for a position based on their past behavior. The interviewer asks the candidate for specific examples from past work experience when certain behaviors	

			were exhibited	
139.	Business continuity planning		Broadly defined as a management process that seeks to identify potential threats and impacts to the organization, and provide a strategic and operational framework	
140.	Cognitive Ability Testing:		A testing instrument used during the selection process in order to measure the candidate's learning and reasoning abilities.	
141.	Confidentiality Agreement		An agreement between an employer and employee in which the employee may not disclose proprietary or confidential information	
142.	Consultants:		An outside individual who supplies professional advice or services to companies for a fee. Large HR consulting firms include Aon, Mercer, Hewitt and Watson Wyatt	
143.	Deep Learning		An artificial intelligence function that imitates the workings of the human brain in processing data and creating patterns for use in decision making	
144.	Dual Labor Markets		a situation in an organization where a smaller Core Labor Force and a Peripheral Labor Force co-exist.	
145.	E-Recruitment:		Web-based software that handles the various processes included in recruiting and onboarding job candidates	
146.	E-Learning:		E-learning is a method of education via the Internet or other computer related resources. It presents just-in-time information in a flexible learning plan.	
147.	ERP		Short for enterprise resource planning, a business management system that integrates all facets of the business, including manufacturing, sales, marketing, finance and human resources.	
148.	HR Audit		A periodic measurement of human resources effectiveness, conducted by internal staff or with the use of an HR audit system	
149.	Mission Statement:		A description of an organization's purpose: what it does, what markets it serves and what direction it is going in.	
150.	Mobile Recruiting		Using mobile technologies to find and	

			connect with people (candidates) who use mobile devices	
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Faculty Team Prepared

Signatures

M.Priyadharsini

HoD

