



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 : 19MBA04 & Organizational Behavior

Year/Sem/Sec : I / I /-

S.No.	Term	Notation (Symbol)	Concept / Definition / Meaning / Units / Equation / Expression	Units
Unit-I : Introduction				
1.	Organizational behavior		Field of study that investigates the impact that individuals, groups,	I
2.	Disciplines of OB		Psychology.Sociology.Anthropology, Political Science. Economics.	I
3.	Organization		People who, alone and together in work group, strive to attain common goals.	I
4.	Anthropology		understood as the study of man and his works	I
5.	Interpersonal roles		Figurehead, Leader, Liaison.	I
6.	Personality		Influence behavior, thought, motivation, and emotion in a human being.	I
7.	Perception		Getting, interpreting, selecting, and organizing sensory information.	I
8.	Attitude		Tendency to feel and behave in a particular way towards object,	I
9.	Values		Influence on a person's behavior and attitude and serve as broad guidelines in all situations.	I
10.	Emotional intelligence		ability to identify and manage one's own emotions, as well as the emotions of others	I

11.	Scope of OB		Employee motivation, Leadership, How to create effective teams and groups, Perception, Job design	I
12.	Nature of OB		An Interdisciplinary Approach, An Applied Science, A Normative Science A Total System Approach	I
13.	Need of OB		Skill improvement, understanding consumer buying behavior, employee motivation, nature of employees.	I
14.	Importance of OB		Anticipating organizational events, efficiency and effectiveness, better environment of organization, better utilization of resources.	I
15.	Personality		It is the aggregate of a person's feelings, thinking, behaviors and responses to different situations and people.	I
16.	Values		The collective conceptions of what is considered good, desirable, and proper or bad, undesirable, and improper in a culture.	I
17.	Attitudes		a way of feeling or acting toward a person, thing or situation.	I
18.	Emotional intelligence		It is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict.	I
19.	Functions of perception		Specific mental functions of recognizing and interpreting sensory stimuli.	I
20.	Function of Attitude		Adjustment Function, Ego-Defensive Function, Value-Expressive Function. Knowledge Function.	I
21.	Types of Values		Terminal value and Instrumental value	I
22.	Sources of value		Family, Friends, school, media	I
23.	Factors of personality		Extraversion, neuroticism, openness to experience, agreeableness, and conscientiousness.	I

24.	Roles of Personality		It guides an individual's job choices, personal relationships, shopping decisions.	I
25.	Theories of Personality		Freud's theory, trait approach, essence's, authoritarian.	I
Unit-II : Motivation And Group Behavior				
26.	Group cohesiveness		Feeling of attraction for each other and wanting to be co-members of the group.	II
27.	Job satisfaction		Is an emotional response to a job	II
28.	Motivation		One's willingness to push up efforts to accomplish some specific goals.	II
29.	Group dynamics		Interactions and forces among group members in social situation	II
30.	Work Team		Whose individual efforts result in performance that is greater than the sum of the individual inputs.	II
31.	Decision making		study of identifying and choosing best possible choice	II
32.	Brainstorming		Group discussion to produce ideas or solve problems.	II
33.	Delphi Technique		Providing the opportunity between rounds for changes and revisions.	II
34.	Team Building		Expose and address interpersonal problems within the group.	II
35.	Theories of Motivation		Maslow's Need Hierarchy Theory, Herzberg's Motivation Hygiene Theory, McClelland's Need Theory, McGregor's Participation Theory, Urwick's Theory Z, Argyris's Theory, Vroom's Expectancy Theory, Porter and Lawler's Expectancy Theory.	II
36.	Importance of motivation		Maximum utilisation of factors of production, Willingness to work, Reduced absenteeism, Reduced labour turnover, Availability of right personnel, Building of good labour relations, Increase in the efficiency and output	II
37.	Problems in motivation		Abundant Choices, Fear of Failure, Fear of Success, Lack of Clarity, Exhaustion	II

38.	Group decision making techniques		Brainstorming, The Delphi Method, Weighted Scoring, Nominal Group Technique, Possibility Ranking, The Stepladder Technique	II
39.	Group norms		Group norms are the expectations and behaviors associated with a social group, such as a nationality, an organization, or a sports team.	II
40.	Informal leaders		Ability of a person to influence the behavior of others by means other than formal authority conferred by the organization through its rules and procedures.	II
41.	Working norms		They are a set of rules or operating principles that shape team members' interactions.	II
42.	Team building		It refers to the activities undertaken by groups of people in order to increase their motivation.	II
43.	Maslow's Hierarchy theory		Maslow's hierarchy of needs is a motivational theory in psychology comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid.	II
44.	Motivation hygiene theory		Motivation-hygiene theory suggests that job satisfaction and job dissatisfaction are produced by different work factors.	II
45.	McClelland's Need Theory		It states that every person has one of three main driving motivators: the needs for achievement, affiliation, or power.	II
46.	McGregor's Participation Theory		Theory X and Theory Y were first explained by McGregor in his book, "The Human Side of Enterprise," and they refer to two styles of management – authoritarian (Theory X) and participative (Theory Y).	II
47.	Urwick's Theory Z		Each individual should know the organizational goals precisely and the amount of contribution through his efforts towards these goals.	II
48.	Argyris's Theory		A persons' development is processed along a continuous break of an immaturity situation to	II

			a maturity situation.	
49.	Vroom's Expectancy Theory		Vroom's expectancy theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain.	II
50.	Porter and Lawler's Expectancy Theory.		The Porter and Lawler theory of motivation is based on the assumption that rewards cause satisfaction and that sometimes performance produces reward.	II
Unit-III : Leadership And Power				
51.	Leadership		The action of leading a group of people or an organization.	III
52.	Power		The ability or capacity to do something or act in a particular way.	III
53.	Power centers		Capacity to affect the behavior of the subordinate with the control of resources.	III
54.	Politics		Especially the debate between parties having power.	III
55.	Career dynamics		One that moves forward , that evolves, that innovates , that exacts change	III
56.	Conflict management		limiting the negative aspects of conflict while increasing the positive aspects of conflict	III
57.	Autocratic leader		Make choices based on their ideas and judgments and rarely accept advice from followers.	III
58.	Expert power		Someone has a particular expertise within an organization,	III
59.	Politics emerge		Coming forth from a place shut off from view, or from concealment	III
60.	Charismatic		Exercising a compelling charm which inspires devotion in others	III
61.	Managers		a person responsible for controlling or administering an organization or group of staff	III
62.	Leadership styles		Leadership style is a leader's approach to providing direction, implementing plans, and	III

			motivating people.	
63.	Sources of conflict		Lack of role clarification, Poor processes, Communication problems, Lack of performance standards, Lack of resources, Unreasonable time constraints.	III
64.	Resolving Conflict		Collaborating, competing, avoiding, accommodating, and compromising.	III
65.	Autocratic style		It is a leadership style characterized by individual control over all decisions and little input from group members.	III
66.	Democratic style		A democratic leadership style invites group members to participate in decisions and provide input.	III
67.	Laissez-Faire style		Laissez-faire leaders have an attitude of trust and reliance on their employees.	III
68.	Paternalistic leadership.		Paternalistic leadership is a managerial approach that involves a dominant authority figure who acts as a patriarch or matriarch and treats employees and partners as though they are members of a large, extended family.	III
69.	Coaching		Coaching in a business environment is a training method in which a more experienced or skilled individual provides an employee with advice and guidance intended to help develop the individual's skills, performance and career.	III
70.	Affiliative.		Concentrating on creating a harmonious working environment and building emotional bonds.	III
71.	Power		Power is the ability to influence the behaviour of others to get what you want.	III
72.	Politics		Politics is the making of a common decision for a group of people, that is, a uniform decision applying in the same way to all members of the group.	III

73.	Career dynamics		Career dynamics refers to the wide nature of factors that influence a person's career choices, the directions their careers take and their success and satisfaction over the period of their careers.	III
74.	Conflict management		Conflict management is the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently.	III
75.	Resolving conflict		The Competing Style, The Avoiding Style, The Compromising Style, The Collaborating Style, The Accommodating Style	III
Unit-IV : Organizational Culture And Climate				
76.	Organizational culture		Affects the way people and groups interact with each other, with clients, and with stakeholders.	IV
77.	Social ethics		Guidelines and principles that a group of people have decided to reference to in order to be accepted.	IV
78.	Culture shock		Experience a person may have when one moves to a cultural environment which is different from one's own;	IV
79.	Organizational climate		The recurring patterns of behavior, attitudes and feelings that characterize life in the organization	IV
80.	Elements of organizational culture		Purpose, ownership, community, effective communication, and good leadership	IV
81.	Social ethics		Guidelines and principles that a group of people have decided to reference to in order to be accepted.	IV
82.	Covert factors		Any mental, social, or physical action or practice that is not immediately observable	IV
83.	Culture learnt		individuals to acquire skills that they would be unable to independently over the course of their lifetimes	IV
84.	Sub-culture		A cultural group within a larger culture, often having beliefs or interests at variance with	IV

			those of the larger culture.	
85.	weak cultures		Arise when the core values are not clearly defined, communicated or widely accepted by those working for the organization.	IV
86.	Factors affecting culture		Values, Norms, Personality, Language, Dress, Food habits,	IV
87.	Organizational Performance		It comprises the actual output or results of an organization as measured against its intended outputs.	IV
88.	Strengthening Culture		Investigating the current status of the culture, identifying an area of improvement or desired implementation, engaging employees	IV
89.	Factors of Organizational climate		Organisational Structure, Individual Responsibility, Rewards, Risk and Risk Taking	IV
90.	Significance of Organizational climate		Organizational climate determines the work environment in which the employee feels satisfied or dissatisfied.	IV
91.	Features of Organizational climate		General Perception, Abstract and Intangible Concept, Unique and District Identity, Enduring Quality, Multi-Dimensional Concept	IV
92.	Impact of Organizational climate		Constraint System, Evaluation of Self and Others, By Acting as Stimuli, By Helping the Individual to Form a Perception	IV
93.	Dimensions of Organisational Climate		Dominant Orientation, Inter-Personal Relationships, Conflict Management, Individual Autonomy	IV
94.	Developing a Sound Organisational Climate		Effective Communication System, Concern for People, Participative Decision Making, Change in Policies, Procedures and Rules, Technological Changes.	IV
95.	Values		The values are beliefs and norms accepted by a society which is distinct from our cultures.	IV
96.	Norms		Culture which relates to public appearance.	IV

97.	Proactivity		Employees are willing to take initiative, are action oriented and able to create or control a situation through a high degree of proactively.	IV
98.	Collaboration		There is a feeling of affiliation among employees and a sense of working for a common cause for which they collaborate with each other.	IV
99.	Trust and Authenticity		Employees, departments and groups trust each other and will do what they claim they will.	IV
100.	Autonomy		Employees have some freedom to act independently within the boundaries of their job/role definition.	IV

Unit-V : Organizational Dynamics

101.	Organizational change.		Changing an organization's strategies, processes, procedures, technologies, and culture.	V
102.	Pro-active change		Trying to avoid a potential future threat or to capitalize on a potential future opportunity.	V
103.	Resistance to change		Action taken by individuals and groups when they perceive that a change that is occurring as a threat to them.	V
104.	Group think		The practice of thinking or making decisions as a group, resulting typically in unchallenged, poor-quality decision-making	V
105.	Organizational development		Technique used for bringing change in the entire aspect of the organization	V
106.	CCM		cross cultural management	V
107.	OD		organizational development	V
108.	CD		Cultural Diversification	V
109.	Socialization process		Adopts employees to the organization cultures	V
110.	Rituals		Sequence of activities that express & re-in force the key values of the organization.	V
111.	Importance of organizational change		Build up Competition, Bring Technological Advancement, Develop Satisfied Customers.	V

112.	Process of organizational change		Unfreezing, Changing, Refreezing	V
113.	Status Quo		Most of the people feel comfortable with status quo and strongly resist change as it may involve uncertainty and risk.	V
114.	Fear of Unknown		For fear of unknown, a manager may refuse promotion that requires his relocating in another state.	V
115.	Social Displacement		Introduction of change may result in breaking up of work groups and thus result in disturbance of the existing social relationships of people.	V
116.	Peer Pressure		Whenever change is unwilling to the peers, they force the individual subordinate employees who are bent of accepting the change, to resist it.	V
117.	Organizational Resistance		Resistance may also be present at organizational level. Some organizations are so designed that they resist innovations.	V
118.	Reasons of organizational resistance		Threats to Power and Influence, Organizational Structure, Resource Constraints, Sunk Cost.	V
119.	Overcoming Resistance to Organisational Change		Education and Communication, Participation and Involvement, Support, Incentives, Manipulation, Coercion	V
120.	Organizational Development		Organization development (OD) is an effort that focuses on improving an organization's capability through the alignment of strategy, structure, people, rewards, metrics, and management processes.	V
121.	Five stages of organizational development		Birth, growth, maturity, decline, and revival.	V
122.	Purpose of organizational development		To enable an organization to better respond and adapt to industry/market changes and technological advances.	V

123.	Characteristics of Organizational Development		Planned Change, Encompasses the Whole Organisation, Long Range Change, Systems Orientation	V
124.	Process of Organizational change		Prepare the Organization for Change, Craft a Vision and Plan for Change, Implement the Changes, Embed Changes Within Company Culture and Practices, Review Progress and Analyze Results.	V
125.	Causes of Organizational change		Change in Technology and Equipment, Market Situation, Social and Political Changes, Changes in the Managerial Personnel, Deficiencies in the Existing Organization	V
General Questions				
126.	Concerning factors of Organizational Cultures?		The stronger the culture, the more influential it is on employee behavior	
127.	Shared Organizational Values Are?		different for the various components of a diverse workforce	
128.	Which Of The Following Best Explains Why An Employee Behaves As S/he Does?		Both the environment and individual differences are important considerations in understanding individual employee behavior.	
129.	Motivation Is Important To Managers Because		it is a significant contributor to high performance	
130.	Considering Extrinsic Rewards?		benefits are usually based on longevity, not performance	
131.	In Order From Lowest To Highest, What Are Maslow's Five Classes Of Needs?		Physiological, safety, social—esteem, self-actualization	
132.	A Lack Of Clarity Concerning What Will Happen Is Referred To As		Uncertainty	
133.	Employees With Relatively Weak Higher-order Needs Are _____		Less	

	Concerned With Variety And Autonomy			
134.	The biggest mistake you made and what did you learn from it?		The reason behind this question is that the interviewer is trying to judge if you can admit to mistakes and whether you learn from them.	
135.	Have you worked with someone you did not like and was difficult to get along with?		You can come up with a situation where in a manager was controlling and difficult but you won him over by taking an interest in his hobbies etc or befriended him etc.	
136.	Have you worked with a coworker who was not shouldering fair share of the workload?		you may mention coworkers who were habitually late, or made several mistakes leading to rework or about coworkers who took several personal calls while on duty etc.	
137.	Have you faced dishonesty in the workplace, if yes, how did you deal with it?		The company does not expect you to be a policeman, but only expects you to NOT look away while there is blatant dishonesty going on in the workplace.	
138.	What are the qualities you look for in your immediate boss/supervisor?		The qualities that a good leader should possess: clear communication, treats employees with respect, is available when needed, allows you to work with minimal supervision, yet assists you in removing roadblocks that, in turn, increase your productivity etc.	
139.	What steps do you take to improve yourself?		Identified my weakness and strength, areas to improve, always working towards a goal.	
140.	Explain how you handle a situation where at the workplace you met with resistance while introducing a new idea or policy?		To implement new idea or policy it is usually difficult, to implement idea new at the work center, I will provide all the supportive evidence or proof which can prove that the implementation of new idea would be beneficial.	
141.	Explain what will be your reaction if a project you had been working on suddenly changed or the deadline had been changed?		<ul style="list-style-type: none"> To consult the supervisor and ask the reason why the project had been changed I will ensure that all the facts and reasons are genuine before informing the team members Once everyone aware about the changes, I will sit down with the team 	

			members to discuss a new plan for the project	
142.	Explain what if you realize at deadline time that a report you wrote to your supervisor is not to the par?		If I realize that at deadline time a report that I wrote to my supervisor is not to the par, my first reaction would be to inform my supervisor or boss. Also, I will see if there is any chance of rectifying the error, and if not I will evaluate the cause behind the error.	
143.	Explain how would you deal with a co-worker at work with whom you are not able to build a successful working relationship?		<ul style="list-style-type: none"> • Practice common courtesy like “hello” and “thank you” • Call people with their first name while maintaining the eye contact • Communicate with them on regular basis • Be friendly and encouraging to co-workers 	
144.	How would you deal with the work that is criticized by your boss or supervisor?		In a situation like this remind yourself that no one is always perfect. But the important thing is to learn with such situations and make sure the mistake does not happen over again.	
145.	Being an HR manager what would you do if your team members are leaving the company in alarming ratio?		<ul style="list-style-type: none"> • Try to identify the common problem that is faced by everyone, and look for possible resolution • Hold an one-on-ones session with everyone on the team weekly or monthly and keep having them, so problems can be resolved even before it occurs • Protect the interest of the employees in organization 	
146.	Explain what would you do if you are not hired for an internal position within your company?		If I am not hired for an internal position within my company, I am committed to the company and its progress. If I am selected, I will work with and support whoever might get selected. Also, I will keep looking for the position in this field that suits my experience and goals.	
147.	Explain what if your client ask to work on a project outside the		If you or your colleagues don't have skill, who can work on a project that your client demanded it's better to deny by telling that	

	specialization?		the project requires expertise, and you don't have the bandwidth.	
148.	Mention what are the emotional intelligence or EQ is commonly split into?		Self regulation, Self awareness, Empathy, Motivational skills, Social skills	
149.	Why EQ or emotional intelligence is related to a person's thinking or working ability?		<ul style="list-style-type: none"> • All information to the brain propagates through our senses, and when this information is stressful or emotional, our instinct take over and we lose the ability to act or react. • Also, our memory is strongly linked to emotion. • By <u>staying connected to the emotional part of the brain</u>, <u>persons thinking capability and decision-making ability enhances</u>. This is why EQ is related to the person's thinking or working ability 	
150.	Mention what are the two factors that may be responsible for resistance to change?		<ul style="list-style-type: none"> • Fear of the unknown • Possible job losses 	

Faculty Team Prepared

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Signatures

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