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| **TU\_2023**   1. **Enlist assumptions of OB.** 2. **Mention any four challenges and opportunities of OB.** 3. **State the features of sensation.** 4. **Define perception.** 5. **Who developed the Hygiene factors and motivations theory?** 6. **What are the forces for change?** 7. **Mention two sources of conflict.** 8. **What is positive and negative motivation?** 9. **Mention the communication process.** 10. **Differentiate between teams and groups.** | **TU\_2022**   1. **Write the basic assumptions about the nature of organization.** 2. **What do you mean by sensation?** 3. **Briefly write about values.** 4. **List the steps in the behavior modification process.** 5. **Point out type A personality factors.** 6. **Mention any four importance of motivation.** 7. **Introduce virtual team.** 8. **List two main elements of Ohio State studies of leadership.** 9. **Define formal communication.** 10. **Mention positive outcomes of functional conflict.** |
| **TU\_2019**   1. **State any two outcomes of organizational behavior system.** 2. **Give two common beliefs of Nepalese employees.** 3. **Define perception.** 4. **How does learning influence in behavior?** 5. **State any two features of introvert person.** 6. **State hygiene factors according to Herzberg Theory of Motivation.** 7. **Differentiate between team and group in two points.** 8. **State any two contingent variables affecting leadership.** 9. **Define social loafing.** 10. **State any one strategy for conflict resolution.** | **TU\_2018**   1. **Define the concept of organization behavior.** 2. **What do you understand by virtual organization?** 3. **State any four reasons of people joining the group.** 4. **What is flexible manufacturing system?** 5. **State the determinants of personality.** 6. **Write the form of TOM and PERT.** 7. **Differentiated the authority from responsibility.** 8. **Show your acquaintance with Erctional Stability' as a personality dimension.** 9. **What do you mean by Halo Bffecr in perceptual process?** 10. **How does 'Orgenie struetare' difier fom Mechanistic Struchre?** |
| **TU\_2017**   1. **Define belief.** 2. **What determines individual's personality?** 3. **What is skill base pay plan?** 4. **Show your acquaintances on group cohesiveness.** 5. **Name the dimensions of leader behavior identified by the Ohio State studies.** 6. **Define conflict.** 7. **Give the concept of matrix structure.** 8. **What is social information processing model of work design?** 9. **Mention any four methods of managing employee's stress.** 10. **Define organization development.** | **TU\_2016**   1. **Define belief.** 2. **What determines individual's personality?** 3. **What is skill base pay plan?** 4. **Show your acquaintances on group cohesiveness.** 5. **Name the dimensions of leader behavior identified by the Ohio State studies.** 6. **Define conflict.** 7. **Give the concept of matrix structure.** 8. **What is social information processing model of work design?** 9. **Mention any four methods of managing employee's stress.** 10. **Define organization development.** |

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| **1. Assumptions of Organizational Behavior (OB):** |
| **- People are unique: Individuals differ in terms of personality, values, emotions, and attitudes.** |
| **- Behavior is caused: Human behavior is not random; it is influenced by external and internal factors.** |
| **- Behavior is goal-oriented: People act to achieve specific goals or satisfy certain needs.** |
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| **2. Challenges and Opportunities of OB:** |
| **- Globalization: Managing a culturally diverse workforce in a global environment.** |
| **- Workforce Diversity: Handling differences in age, gender, race, and nationality.** |
| **- Improving Quality and Productivity: Helping organizations become more efficient while maintaining high-quality standards.** |
| **- Work-life Balance: Balancing the demands of work and personal life for employees.** |
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| **3. Features of Sensation:** |
| **- Reception of Stimuli: Sensory receptors receive physical stimuli from the environment.** |
| **- Sensory Receptors: These convert the stimuli into neural signals.** |
| **- Neural Signals: The brain processes these signals to create a perception.** |
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| **4. Define Perception:** |
| **Perception is the process by which individuals organize and interpret sensory information to give meaning to their environment. It is influenced by individual characteristics and external factors such as culture and past experiences.** |
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| **5. Who Developed the Hygiene Factors and Motivators Theory?** |
| **The theory was developed by Frederick Herzberg, which explains the factors leading to job satisfaction (motivators) and those causing dissatisfaction (hygiene factors).** |
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| **6. Forces for Change:** |
| **- Technology: Advancements that require organizations to adapt or innovate.** |
| **- Economy: Economic fluctuations that impact company operations and decisions.** |
| **- Globalization: Increased interconnectedness of markets and competition.** |
| **- Social Trends: Changing social norms and values that influence the workplace.** |
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| **7. Sources of Conflict:** |
| **- Communication Issues: Misunderstandings due to poor communication can cause conflicts.** |
| **- Differences in Values or Goals: Conflict can arise when team members have differing priorities or values.** |
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| **8. Positive and Negative Motivation:** |
| **- Positive Motivation: Encouraging desired behavior through rewards, recognition, or opportunities for growth.** |
| **- Negative Motivation: Motivating employees by instilling fear of punishment, reprimands(हप्काउनु) (warnings), or job loss.** |
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| **9. Communication Process:** |
| **The communication process involves the following steps:** |
| **- Sender: The person who initiates the message.** |
| **- Message: The information or content to be conveyed.** |
| **- Encoding: The process of converting the message into symbols, language, or gestures.** |
| **- Medium: The channel through which the message is sent (e.g., email, face-to-face).** |
| **- Receiver: The person who gets the message.** |
| **- Decoding: Interpreting the message.** |
| **- Feedback: Response or reaction from the receiver.** |
| **- Noise: Any interference that distorts the message during transmission.** |
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| **10. Difference Between Teams and Groups:** |
| **- Teams: A team works together to achieve a common goal, and members are interdependent, with each person playing a specific role.** |
| **- Groups: A group is a collection of individuals who may or may not work towards the same goal, and they may not depend on each other for their tasks.** |
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| **11. Basic Assumptions about the Nature of Organizations:** |
| **Organizations are seen as:** |
| **- Systems of coordinated activities: Organizations are structured to achieve collective goals.** |
| **- Influenced by internal and external factors: Factors like leadership, culture, technology, and economic conditions shape an organization’s behavior.** |
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| **12. What is Sensation?** |
| **Sensation refers to the process of detecting external stimuli (such as light, sound, or temperature) through sensory organs like eyes, ears, and skin.** |
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| **13. What are Values?** |
| **Values are core beliefs or standards that guide a person’s behavior. They influence attitudes, decision-making, and perceptions.** |
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| **14. Steps in Behavior Modification:** |
| **The behavior modification process involves:** |
| **- Identifying the behavior: Pinpointing the behavior that needs to change.** |
| **- Measuring baseline behavior: Observing and recording the current state of the behavior.** |
| **- Implementing intervention: Introducing strategies (rewards or consequences) to modify the behavior.** |
| **- Evaluating changes: Assessing whether the behavior has changed as desired.** |
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| **15. Type A Personality Factors:** |
| **People with Type A personality tend to:** |
| **- Be highly competitive.** |
| **- Exhibit a sense of urgency and impatience.** |
| **- Experience higher stress levels.** |
| **- Be aggressive or hostile in achieving goals.** |
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| **16. Importance of Motivation:** |
| **Motivation is essential because it:** |
| **- Increases productivity: Motivated employees are more efficient and produce better results.** |
| **- Improves morale: Motivation leads to a positive workplace atmosphere.** |
| **- Reduces absenteeism: Motivated employees are more likely to show up to work.** |
| **- Fosters creativity: Employees are more willing to contribute new ideas and take initiative.** |
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| **17. What is a Virtual Team?** |
| **A virtual team operates remotely, with members communicating and collaborating using technology instead of working in the same physical location.** |
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| **18. Ohio State Leadership Elements:** |
| **Two key leadership behaviors identified by the Ohio State studies are:** |
| **- Consideration: The degree to which a leader shows concern and respect for followers.** |
| **- Initiating Structure: The extent to which a leader defines roles, organizes work, and sets goals.** |
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| **19. What is Formal Communication?** |
| **Formal communication is the official flow of information that follows the organizational hierarchy, such as reports, memos, or meetings.** |
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| **20. Positive Outcomes of Functional Conflict:** |
| **Functional conflict can result in:** |
| **- Improved decision-making: Different perspectives can lead to better solutions.** |
| **- Innovation: Conflict can encourage creativity and new ideas.** |
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| **21. Outcomes of OB System:** |
| **- Increased efficiency: Organizations improve performance by understanding employee behavior.** |
| **- Improved organizational culture: Positive employee behavior strengthens workplace culture.** |
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| **22. Common Beliefs of Nepalese Employees:** |
| **- Respect for authority: Nepali employees often value hierarchy and seniority.** |
| **- Strong work ethic: They tend to be dedicated and hardworking.** |
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| **23. Define Perception:** |
| **Perception is the cognitive process through which individuals interpret and organize sensory information to make sense of the world around them.** |
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| **24. How Learning Influences Behavior:** |
| **Learning influences behavior by shaping skills, habits, and attitudes. Through learning, individuals acquire new knowledge and adapt their actions accordingly.** |
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| **25. Features of Introvert:** |
| **- Reserved: Introverts prefer less social interaction and more solitary activities.** |
| **- Quiet: They often think before speaking and are reflective.** |
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| **26. Hygiene Factors (Herzberg Theory):** |
| **Hygiene factors are job factors that do not motivate employees, but if absent, lead to dissatisfaction. These include salary, job security, and work conditions.** |
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| **27. Difference Between Teams and Groups:** |
| **- Teams: Members are interdependent and work toward a common goal.** |
| **- Groups: Members may not have a shared goal, and their tasks may be independent.** |
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| **28. Contingent Variables Affecting Leadership:** |
| **- Task Structure: The clarity and organization of the tasks.** |
| **- Follower Maturity: The ability and willingness of followers to take responsibility.** |
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| **29. What is Social Loafing?** |
| **Social loafing refers to the tendency of individuals to exert less effort when working in a group than when working alone.** |
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| **30. Conflict Resolution Strategy:** |
| **- Collaboration: A strategy that involves working together to find a solution that satisfies all parties involved.** |
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| **31. Define Organizational Behavior:** |
| **Organizational behavior is the study of how people interact within groups in an organization and how these interactions affect organizational effectiveness.** |
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| **32. What is a Virtual Organization?** |
| **A virtual organization operates through digital networks and may not have a physical office. Members work remotely and collaborate via technology.** |
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| **33. Reasons People Join Groups:** |
| **- Social Interaction: To build relationships with others.** |
| **- Security: Being part of a group provides a sense of safety.** |
| **- Status: Membership can enhance one’s standing in society.** |
| **- Goal Achievement: Groups help individuals achieve objectives they couldn’t accomplish alone.** |
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| **34. Flexible Manufacturing System (FMS):** |
| **A flexible manufacturing system adapts quickly to changes in the type or quantity of products being produced, offering efficiency and flexibility in production.** |
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| **35. Determinants of Personality:** |
| **- Heredity: Genetic traits passed down from parents.** |
| **- Environment: Influences from upbringing, culture, and life experiences.** |
| **- Situation: Specific circumstances that can bring out different aspects of personality.** |
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| **36. TOM and PERT:** |
| **- TOM: Total Quality Management, a philosophy focused on continuous improvement.** |
| **- PERT: Program Evaluation and Review Technique, a planning and control tool used in project management.** |
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| **37. Authority vs. Responsibility:** |
| **- Authority: The right to make decisions and command resources.** |
| **- Responsibility: The duty to complete tasks and achieve results. Authority grants the power to make decisions, while responsibility is the obligation to fulfill tasks.** |
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| **38. What is 'Emotional Stability' as a Personality Dimension?** |
| **Emotional stability refers to a person’s ability to remain calm, composed, and emotionally balanced, especially during stressful situations. People with high emotional stability are less likely to experience negative emotions like anxiety or depression.** |
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| **39. What is the Halo Effect in Perceptual Process?** |
| **The Halo Effect is a cognitive bias where the perception of one positive trait of a person or thing influences the perception of other traits. For example, if someone is physically attractive, others might also assume they are intelligent or kind without evidence.** |
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| **40. How Does Organic Structure Differ from Mechanistic Structure?** |
| **- Organic Structure: A flexible, adaptive, and informal organizational structure with a low degree of formalization and hierarchy. It encourages communication across all levels and is well-suited for dynamic environments.** |
| **- Mechanistic Structure: A rigid, hierarchical structure with clearly defined roles and responsibilities, high formalization, and centralized decision-making. It is more suited to stable, predictable environments.** |
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| **41. Define Belief:** |
| **A belief is an individual's conviction or acceptance that something is true or real, often without immediate evidence or proof. Beliefs guide personal behavior and attitudes.** |
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| **42. What Determines an Individual’s Personality?** |
| **- Heredity: Genetic factors inherited from one’s parents.** |
| **- Environment: External factors like culture, upbringing, and life experiences.** |
| **- Situation: Immediate circumstances that can affect how a person behaves at a given moment.** |
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| **43. What is a Skill-Based Pay Plan?** |
| **A skill-based pay plan compensates employees based on the specific skills or knowledge they possess rather than their job title or position. It encourages continuous learning and skill development.** |
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| **44. Group Cohesiveness:** |
| **Group cohesiveness refers to the strength of the bonds that connect group members to one another and to the group as a whole. A cohesive group is likely to work well together and achieve goals more effectively. Cohesiveness is influenced by factors like group size, similarities between members, and shared goals.** |
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| **45. Dimensions of Leader Behavior Identified by the Ohio State Studies:** |
| **- Consideration: The extent to which a leader is concerned for the well-being and comfort of their followers.** |
| **- Initiating Structure: The degree to which a leader defines and organizes the tasks and roles of followers to achieve goals.** |
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| **46. Define Conflict:** |
| **Conflict is a disagreement or clash between individuals or groups due to differences in opinions, values, interests, or goals. It can arise from various sources, including poor communication, competition for resources, or differing priorities.** |
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| **47. Matrix Structure:** |
| **A matrix structure is an organizational design that combines two forms of departmentalization—functional and project-based. Employees report to both a functional manager and a project manager, creating a grid of responsibilities. This structure is commonly used in industries like consulting and aerospace.** |
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| **48. Social Information Processing Model of Work Design:** |
| **This model suggests that individuals' perceptions and experiences of their jobs are influenced by social cues from co-workers, supervisors, and the broader work environment. Employees use this social information to interpret and evaluate their roles and responsibilities.** |
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| **49. Methods of Managing Employee Stress:** |
| **- Time Management: Helping employees prioritize tasks and manage their time effectively.** |
| **- Support Systems: Offering counseling services, mentoring, or peer support.** |
| **- Job Redesign: Modifying work tasks or schedules to reduce stress.** |
| **- Wellness Programs: Encouraging physical activities, mental health support, and stress-relief initiatives.** |
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| **50. Define Organization Development (OD):** |
| **Organization Development is a planned, systematic process of improving an organization’s effectiveness and adaptability through interventions in its processes, culture, and structures. OD focuses on long-term improvement and change through team-building, leadership training, and process consultation.** |
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| **51. Belief:** |
| **Belief is a conviction or acceptance that something is true, even without proof. Beliefs influence decisions, behavior, and perception.** |
|  |
| **52. Personality Determinants:** |
| **- Heredity: Inherited traits.** |
| **- Environment: Social surroundings, education, and upbringing.** |
| **- Situation: Circumstances that influence immediate behavior.** |
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| **53. Skill-Based Pay Plan:** |
| **A compensation system based on the skills or competencies that an employee acquires. It incentivizes employees to develop new skills to enhance their earning potential.** |
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| **54. Group Cohesiveness:** |
| **The degree to which members of a group are attracted to each other and motivated to stay in the group. Higher cohesiveness leads to better collaboration and goal attainment.** |
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| **55. Dimensions of Ohio State Leadership Studies:** |
| **- Consideration: Leaders’ behaviors that show concern for the well-being of followers.** |
| **- Initiating Structure: Leaders’ behaviors that define tasks, roles, and goals for followers.** |
|  |
| **56. Conflict:** |
| **Conflict is a situation where two or more individuals or groups disagree due to differing interests, opinions, or goals.** |
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| **57. Matrix Structure:** |
| **A matrix structure is an organizational framework where employees report to multiple managers, such as both functional and project managers. This enables efficient use of resources across projects.** |
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| **58. Social Information Processing Model of Work Design:** |
| **This model suggests that the way employees interpret their work environment is influenced by social interactions with peers, supervisors, and the organizational climate.** |
|  |
| **59. Managing Employee Stress:** |
| **- Time Management: Effective prioritization of tasks.** |
| **- Support Networks: Encouraging teamwork and social support.** |
| **- Work-Life Balance Programs: Flexible hours or telecommuting options.** |
| **- Counseling Services: Providing professional help for stress management.** |
|  |
| **60. Organization Development:** |
| **Organization Development is a systematic approach aimed at improving organizational effectiveness through planned interventions in the organization's processes, culture, and people. It seeks to foster long-term improvements in productivity, adaptability, and employee well-being.** |
| ***-These detailed explanations provide in-depth insights into key Organizational Behavior (OB) concepts and theories commonly discussed in academic and practical settings.*** |