**Iqra national university (Dept. of Business Administration)**

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 **Course Title:organizational behavior**

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**Ans::1**

## Mangement

**Management in some form or another is an integral part of living and is essential wherever human efforts are to be undertaken to achieve desired objectives. The basic ingredients of management are always at play, whether we manage our lives or business. Management is a set of principles relating to the functions of planning, organizing, directing, and controlling, and the applications of these principles in harnessing physical, financial, human and informational resources efficiently and effectively to achieve oganizational goals.**

**There are basically five primary functions of management. These are:**

**1. Planning**

**2. Organizing**

**3. Staffing**

**4. Directing**

**5. Controlling**

## Planning

Planning is future-oriented and determines an organization’s direction. It is a rational and systematic way of making decisions today that will affect the future of the company. It is a kind of organized foresight as well as corrective hindsight. It involves predicting of the future as well as attempting to control the events. It involves the ability to foresee the effects of current actions in the long run in the future.

## Organizing

Organizing requires a formal structure of authority and the direction and flow of such authority through which work subdivisions are defined, arranged and coordinated so that each part

relates to the other part in a united and coherent manner so as to attain the prescribed object.

## Staffing

 is the function of hiring and retaining a suitable work-force for the enterprise both at managerial as well as non-managerial levels. It involves the process of recruiting, training, developing, compensating and evaluating employees and maintaining this workforce with proper incentives and motivations. Since the human element is the most vital factor in the process of management, it is important to recruit the right personnel .

## Directing

The directing function is concerned with leadership, communication, motivation, and supervision so that the employees perform their activities in the most efficient manner possible, in order to achieve the desired goals.

The leadership element involves issuing of instructions and guiding the subordinates about procedures and methods.

The communication must be open both ways so that the information can be passed on to the subordinates and the feedback received from them.

Motivation is very important since highly motivated people show excellent performance with less direction from superiors.

Supervising subordinates would lead to continuous progress reports as well as assure the superiors that the directions are being properly carried out.

## Controlling

The function of control consists of those activities that are undertaken to ensure that the events do not deviate from the pre-arranged plans. The activities consist of establishing standards for work performance, measuring performance and comparing it to these set standards and taking corrective actions as and when needed, to correct any deviations.

The controlling function involves:

a. Establishment of standard performance.

b. Measurement of actual performance.

c. Measuring actual performance with the pre-determined standard and finding out the deviations.

d. Taking corrective action.

Ans::2

## Interpersonal Category

The managerial roles in this category involve providing information and ideas.

## Figurehead

 As a manager, you have social, ceremonial and legal responsibilities. You're expected to be a source of inspiration. People look up to you as a person with authority, and as a figurehead.

## Leader

This is where you provide leadership for your team, your department or perhaps your entire organization; and it's where you manage the performance and responsibilities of everyone in the group.

## Liaison

 Managers must communicate with internal and external contacts. You need to be able to network effectively on behalf of your organization.

## Informational Category

The managerial roles in this category involve processing information.

## Monitor

 In this role, you regularly seek out information related to your organization and industry, looking for relevant changes in the environment. You also monitor your team, in terms of both their productivity, and their well-being.

## Disseminator

 This is where you communicate potentially useful information to your colleagues and your team.

## Spokesperson

 Managers represent and speak for their organization. In this role, you're responsible for transmitting information about your organization and its goals to the people outside it.

## Decisional Category

The managerial roles in this category involve using information.

## Entrepreneur

 As a manager, you create and control change within the organization. This means solving problems, generating new ideas, and implementing them.

Disturbance Handler – When an organization or team hits an unexpected roadblock, it's the manager who must take charge. You also need to help mediate disputes within it.

## Resource Allocator

 You'll also need to determine where organizational resources are best applied. This involves allocating funding, as well as assigning staff and other organizational resources.

## Negotiator

 You may be needed to take part in, and direct, important negotiations within your team, department, or organization.

## 1. Technical Skills

Technical skills involve skills that give the managers the ability and the knowledge to use a variety of techniques to achieve their objectives. These skills not only involve operating machines and software, production tools, and pieces of equipment but also the skills needed to boost sales, design different types of products and services, and market the services and the products.

## 2. Conceptual Skills

These involve the skills managers present in terms of the knowledge and ability for abstract thinking and formulating ideas. The manager is able to see an entire concept, analyze and diagnose a problem, and find creative solutions. This helps the manager to effectively predict hurdles their department or the business as a whole may face.

## 3. Human or Interpersonal Skills

The human or the interpersonal skills are the skills that present the managers’ ability to interact, work or relate effectively with people. These skills enable the managers to make use of human potential in the company and motivate the employees for better results.

## Challenges and opportunities

A quick look at few dramatic changes now taking place in organization1.Old employee getting old2.Corporate Downsizing3.Temporary working employees4.Global competition5.War on terrorIn short there are lot of challenges and opportunities today for managers to OB concepts.

1.Globalization to Respond

Organizations are no longer constrained by national borders, world become globalvillage.

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Increased foreign assignment

Transferred to your employer’s operating division in another country, Oncethere, you’ll have to manage workforce, aspiration from employees, andattitudes from those you are used to back home

•

Working with different people

Working with bosses, peers and other employees who were born and raisedin different culture, to work effectively with them you’ve to understand howtheir culture, geographic and religion have shaped them.

•

Coping with Anti-capitalism backlash

 “soak the rich” means fine should be charged with respect of income youearn. Managers at global companies have come to realize that economicvalues are not universally transferable,

need to modify by managers toreflect economic values in those countries they’re working.

•

Overseeing Movement of jobs to countries with low cost labor

In a global economy, jobs tend to flow to places where lower cost providebusiness firms with a comparative advantages

•

Managing people During the war on terror

An understanding of OB topics such as emotions, motivation, communicationand leadership can help managers to deal more effectively with theiremployees’ fear about terrorism

## 2.Managing workforce diversity

The people in organization are becoming heterogeneous demographically, Workforcediversity= whereas globalization focuses on differences between people fromdifferent countries, mix of people in terms of gender, age, race, and sexualorientation.Embracing diversityChanging US demographicsChanging management philosophyRecognizing and responding to difference

## 3.Improving Quality and productivity

World added capacity in response to increase demand. Excess capacity translate inincrease competition, is forcing managers to reduce costs and, at the same time;improve the organization quality and productivity.

## 4.Improving Customer service

OB can contribute to improving an organization’ performance by showing that howemployees’ attitude and behavior are associated with customer satisfaction.

## Working With a Diverse Team

Challenges and opportunities for organizational behavior are linked to the increasingly diverse workforce. People of all genders, races, ethnicities, sexual orientations, abilities and ages are joining the workforce. This is a great opportunity for businesses to tune in to the vast experiences, insights and viewpoints that come with a diverse team. However, this also means that managers need to recognize individual differences and nurture the unique talents of their teams without being discriminatory.

Companies can increase employee retention and lower turnover if they pay attention to the needs of their diverse workforce.

## Managing Work-Life Balance

Today, most business isn’t just conducted between 9 a.m. and 5 p.m. With a global economy, business is happening at all hours. Technology makes it possible for employees to remain connected even while they are not physically in the office. It’s important for organizations to take note of how they can help their employees manage work-life balance so they don’t burn out.

In addition to providing flexible hours so their teams can manage any work-life conflicts, organizations can implement policies to help employees take time off. For many organizations today, a certain amount of vacation is mandatory, which helps people to unplug and spend time with their families.

Dealing With Ethical and Unethical Behavior

Opportunities and challenges of organizational behavior in management include understanding ethical and unethical behavior. As business and technology become more complex, the lines between right and wrong start to blur in many cases. It’s important for companies to set guidelines that help their teams to improve ethical behavior. At the very least, employees should have someone to turn to at work to discuss what to do if they take part in or witness unethical behavior.

By creating a strong ethical mission and core values, businesses can help to lessen the ambiguity around ethical dilemmas at work. Modeling ethical behavior at the executive level also shows employees how to act with integrity.

## Improving Customer Service

How employees treat customers is one of the challenges of organizational behavior in management. Businesses need to create a culture focused around the customer experience and create customercentric processes that enable employees to more easily respond to customer needs.

Being friendly to customers isn’t enough. In addition to a good attitude, customers are looking for expedient service, knowledgeable representatives and a pleasant overall experience. Businesses need to build those elements into their employee training and day-to-day processes in order to guide their teams to better cater to their audience.

Ans::3

## Biographical Characteristics

Personal characteristics - such as age, gender, race, and length of tenure - that are objective and easily obtained from personnel records. These characteristics are representative of surface-level diversity.

## Biographical Characteristics Explanation

Biological attributes are characters or characters that impact an individual. These attributes regularly influence an individual in one manner or the other inside an association or inside society. Individual attributes, for example, age, sexual orientation, race and length of residency that are target and effectively gotten from work force records are instances of true to life qualities. Think about "memoir," which means a story or point by point portrayal of somebody's life. To create a memoir, explore regarding the matter of the life story must be done, and true to life qualities are noted. Numerous businesses do inquire about on these attributes to pick the most ideal possibility for the activity.

## Biographical Characteristics

1. Finding and analyzing the variables that have an impact on employee productivity, absence,

turnover, and satisfaction is often complicated.

2. Many of the concepts—motivation, or power, politics or organizational culture—are hard to assess.

3. Other factors are more easily definable and readily available—data that can be obtained from an

employee’s personnel file and would include

characteristics such as:

• Age

Gender

Marital status

Length of service, etc.

## A. Age

1. The relationship between age and job performance is increasing in importance.

• First, there is a widespread belief that job performance declines with increasing age.

Second, the workforce is aging; workers over 55 are the fastest growing sector of the

workforce.

## 2. Employers’ perception are Mixed.

They see a number of positive qualities that older workers bring to their jobs,

specifically experience, judgment, a strong work ethic, and commitment to quality.

Older workers are also perceived as lacking flexibility and as being resistant to new

technology.

Some believe that the older you get, the less likely you are to quit your job. That

conclusion is based on studies of the age-turnover relationship.

3. It is tempting to assume that age is also inversely related to absenteeism.

Most studies do show an inverse relationship, but close examination finds that the ageabsence relationship is partially a function of whether the absence is avoidable or

unavoidable.

In general, older employees have lower rates of avoidable absence. However, they have

higher rates of unavoidable absence, probably due to their poorer health associated with

aging and longer recovery periods when injured.

4. There is a widespread belief that productivity declines with age and that individual skills

decay over time.

Reviews of the research find that age and job performance are unrelated.

This seems to be true for almost all types of jobs, professional and nonprofessional.

5. The relationship between age and job satisfaction is mixed.

Most studies indicate a positive association between age and satisfaction, at least up to

age 60.

Other studies, however, have found a U-shaped relationship. When professional and

nonprofessional employees are separated, satisfaction tends to continually increase

among professionals as they age, whereas it falls among nonprofessionals during

middle age and then rises again in the later years.

## B. Gender

1. There are few, if any, important differences between men and women that will affect their

job performance, including the areas of:

Problem-solving

Analytical skills

Competitive drive

Motivation

Sociability

Learning ability

2. Women are more willing to conform to authority, and men are more aggressive and more

likely than women to have expectations of success, but those differences are minor.

3. There is no evidence indicating that an employee’s gender affects job satisfaction.

4. There is a difference between men and women in terms of preference for work schedules.

Mothers of preschool children are more likely to prefer part-time work, flexible work

schedules, and telecommuting in order to accommodate their family responsibilities.

## 5. Absence and turnover rates

Women’s quit rates are similar to men’s.

The research on absence consistently indicates that women have higher rates of

absenteeism.

The logical explanation: cultural expectation that has historically placed home and

family responsibilities on the woman.

## C. Marital Status

1. There are not enough studies to draw any conclusions about the effect of marital status on

job productivity.

2. Research consistently indicates that married employees have fewer absences, undergo fewer

turnovers, and are more satisfied with their jobs than are their unmarried coworkers.

3. More research needs to be done on the other statuses besides single or married, such are divorce. etc

## Tenure

1. The issue of the impact of job seniority on job performance has been subject to

misconceptions and speculations.

2. Extensive reviews of the seniority-productivity relationship have been conducted:

• There is a positive relationship between tenure and job productivity.

• There is a negative relationship between tenure to absence.

• Tenure is also a potent variable in explaining turnover.

• Tenure has consistently been found to be negatively related to turnover and has been

suggested as one of the single best predictors of turnover.

• The evidence indicates that tenure and satisfaction are positively related.

Individual differences can be divided into personality and ability differences. Understanding the nature,

determinants, and consequences of individual differences is essential for managing organizational behavior.

An appreciation of the nature of individual differences is necessary to understand why people behave in

certain ways in an organization.

1. Organizational outcomes predicted by personality include job satisfaction, work stress, and

leadership effectiveness. Personality is not a useful predictor of organizational outcomes when

there are strong situational constraints. Because personality tends to be stable over time,

managers should not expect to change personality in the short run. Managers should accept

workers’ personalities as they are and develop effective ways to deal with people.

2. Feelings, thoughts, attitudes, and behaviors in an organization are determined by the interaction

of personality and situation.

3. The Big Five personality traits are extraversion (positive affectivity), neuroticism (negative

affectivity), agreeableness, conscientiousness, and openness to experience. Other personality

traits particularly relevant to organizational behavior include locus of control, self-monitoring,

self-esteem, Type A and Type B personality, and the needs for achievement, affiliation, and

power.

4. In addition to possessing different personalities, workers also differ in their abilities, or

capabilities. The two major types of ability are cognitive and physical ability.

5. Types of cognitive ability can be arranged in a hierarchy with general intelligence at the top.

Specific types of cognitive include: verbal, numerical, reasoning, deductive, ability to see

relationships, memory, spatial, and perceptual.

6. There are two types of physical ability: motor skills (the ability to manipulate objects) and

physical skills (a person’s fitness and strength).

7. Both nature and nurture contribute to determining physical and cognitive ability. A third, recently

identified, ability is emotional intelligence.

8. In organizations, ability can be managed by selecting individuals who have the abilities needed to

accomplish tasks, placing workers in jobs that capitalize on their abilities, and training workers to

enhance their ability levels.