

***Iqra National University, Peshawar***

**Department of Business Administration**

**Spring Semester / Examination 2020**

**Paper Mid – Semester Examination**

**Course Title: Organizational Behavior**

**Prerequisite: NIL Instructor: Dr. Zia-ud-din**

**Program BBA Total Marks: 30**

**AMMARA GUL**

**14549**

**BBA 4TH SEMESTER**

Q.1 Discuss the following.

1. **Management function:**

**Manager.**

 An individual who achieve goal through other people.

**Organization.**

A consciously coordinated social unit, composed of two or more people, that functions on a comparatively continuous basis to achieve a common goal or set of goals.

**Functions:**

* **Planning:**

A process that includes defining goals, establishing strategy, and developing plans to coordinate activities. The function is about creating a detailed plan towards achieving a specific organizational objective. When you are planning, you are identifying the tasks, which are required to achieve the desired goals, outlining how the tasks should be performed, and identifying when and by whom they must be performed. The focus of planning is about achieving the objectives and it does require knowledge of the organization’s objectives and vision. You will need to look both at the short-term and long-term success of the organization. Important part of planning is also the essential role it plays in reducing risks.

**Example.**

An example of planning would be a situation where you have an objective, such as **increasing the sales by 20%** in the following month. You will need to look at the different ways you and the team could achieve this goal. This might include things like creating a new advertisement campaign, reducing prices or speaking to customers about their shopping plans. Your role is to pick the processes that you find the most appropriate and to organize them into a logical pattern. You must also identify the timeline for these processes.

* **Organizing:**

Determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.

 It’s about using the plan to bring together the physical, financial and other available resources and use them to achieve the organizational goal. If your task were to increase sales, you would look at the plan and determine how to divide the resources you have in order to put your plan in place.

* **Leading:**

  A function that includes motivating employees, directing others, selecting the most effective communication channels, and resolving conflicts. Leading is about the effort of the methods to work efficiently to achieve the set organizational objectives. The function goes beyond organizing the employees to their specific roles and involves ensuring they are able to perform the tasks through a variety of means. Leading in essence is looking after productivity and ensuring productivity is going up instead of decreasing.

* **Controlling:**

Monitoring activities to ensure they are being accomplished as planned and correcting any significant deviations.

In our **example**, the objective is to increase sales in a particular month, controlling would be the function that measures whether the sales are increasing and helps to correct the situation if the specified target is not getting closer. As a manager, you would examine the processes you set forward and take note whether they are better your sales records. If you find the price reductions being inefficient during the process, you might consider swapping the products on sale, reduce the reduction, or ending the discount campaign altogether as inefficient.

* **Staffing:**

The staffing function is an increasingly important function of management, although it is sometimes left out when the core functions are discussed. It can be seen closely related to organizing, with both focused on secure the resources are directed to the right processes and tasks. For staffing, the focus is on people and their labor in relation to the organizational objectives.

The function aims to ensure the organization always has the right people in the right positions. You would essentially be looking at the tasks ahead of you and determining who should do what and if you have the right manpower to achieve the objectives you want.

1. **Management Roles:**

As a manager, you probably fulfill many different roles every day.e.g, as leading your team, you might find yourself resolving a conflict, negotiating new contracts, representing your department at a board meeting, or approving a request for a new computer system. Simply, you are constantly switching roles as tasks, situations, and expectations change.

1. **Interpersonal Role.**

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

* **Figurehead**

As a manager, you have social, formal and legal responsibilities. You are 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.

1. **Informational Role.**

In this concept 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.

1. **Decisional Role.**

In this concept 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. **Management Skills:**
* **Technical skills**
1. The ability to apply specialized knowledge or expertise.
2. An ability to perform specialized tasks.
3. Derives from knowledge of expertness increase from education or experience.
4. Proficiency at using select methods, processes, and procedures to accomplish tasks.
* **Human skills**
1. The ability to work with, understand, and motivate other people, both individually and in groups.
2. An ability to work well with other people. 
3. Emerges as a spirit of trust, enthusiasm, and genuine involvement in interpersonal relationships. 
4. Self-awareness. 
5. Capacity for understanding and empathizing.
6. Engages in persuasive communication. 
7. Deals successfully with conflicts.
* **Conceptual Skills**
1. The mental ability to analyze and diagnose complex situations.
2. An ability to see and understand how the system works, and how the parts are interrelated.
3. Used to: 
4. Identify problems and opportunities. 
5. Gather and interpret relevant information. 
6. Make good problem-solving decisions.

Q.2 what are the challenges and opportunities of organizational behaviour?

**Challenges and opportunities of organizational behaviour.**

1. The creation of global village.
2. Workforce diversity.
3. Improving quality and productivity.
4. Improving People skills.
5. Management control to empowerment.
6. Stability and flexibility.
7. Improving ethical behavior.

There are a lot of challenges and opportunities today for managers to use Organizational behavior concepts. The critical issues for which Organization behavior offers solutions are:

1. **The creation of a global village**

The world has truly become global village. As multinational companies develop operations world wide, as workers chase job opportunities across national borders, managers have to become capable of working with people from different cultures.

1. **Workforce diversity**

Workforce diversity addresses differences among people within given countries. It means that Organizations are becoming more different in terms of gender, race and quality. When diversity is not managed properly, there is potential for higher turnover, more difficult communication and more interpersonal conflicts. So workforce diversity has important implications for management practice.

1. **Improving quality and productivity**

Toward Improving quality and productivity, managers are function programs such as TQM (Total Quality Management) and Re engineering programs that require extensive employee involvement. The Organizational behavior offers important insights into helping managers work through those programs.

1. **Improving people skills**

 Organizational behavior represents in hand concepts and theories that can help a manager to call and explain the behavior of people at work. In addition, it also provides insights into specific people skills that can be used on the job. Organizational Behavior also helps at improving a manager's interpersonal skills.

1. **Management control to empowerment**

In the 1980s, managers were encouraged to get their employees to participate in work related decisions. But now managers are going considerably further by allowing employees full control of their work. In so doing, managers have to learn how to give up control and employees have to learn how to take responsibility for their work and make appropriate decisions.

1. **Stability and flexibility**

Now days, change is an ongoing activity for most managers. The study of Organizational behavior can provide important insights into helping a manager better understand a work world of constant change and how to overcome resistance to change. So today's managers and employees must learn to cope with temporariness.

1. **Improving ethical behavior**

Today's manager needs to create an ethically healthy climate for his or her employees where they can do their work productively and confront a minimal degree of saying regarding what constitutes right and wrong behavior.

Q.3 what are the biographic characteristic of diversity?

**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.

Biological concept are 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.

* **Age**

The relationship between age and job performance is likely to be an issue of increasing importance during the next decade. Information show that, a number of positive qualities that order older workers bring to their job specifically experience, judgment, a strong work ethic and commitment to quality. But older workers are also perceived as protection flexibility and as being resistant to new technology.

* **Gender**

Psychological studies have found that, women are more willing to change to authority and that men are more competitive and more likely than women to have expectations of success. Generally, there is no significant difference in job productivity between men and women. Similarly, there is no evidence indicating that an employee's gender affects job satisfaction.

* **Marital Status**

 There are not enough studies to draw any conclusion about the effect of marital status on job productivity. But research consistently indicates that married have fewer absences, get less turnover and are more satisfied with the job than are their unmarried coworkers. Marriage imposes increased responsibility that may make a steady job more valuable and important.

* **Race and Ethnicity** 

 Employees tend to favor colleagues for their own race in performance evaluations, promotion decisions, pay raises. Different attitudes on affirmative action or quota filling can affect the performance of minority groups in the organization.

* **Disability** 

A person is disabled who has any physical or mental damage that well limits one or more major life activities. The “reasonable accommodation” is problematic for employers. Strong biases exist against those with mental impairment.

* **Religion** 

Although worker are protected by federal law regarding their religion in some countries, it is still an issue in the workplace.

* **Tenure**

The last biographical characteristic is tenure. Extensive reviews of the seniority-productivity relationship have been conducted. If we define seniority as time on a particular job, we can say that, the most recent evidence show a positive relationship between seniority and job productivity. So tenure, expressed as work experience appears to be a good predictor of employee productivity.