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# IQRA NATIONAL UNIVERSITY

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**Subject:** Organization Behavior  
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**Submitted to:** Dr. Zia-ud-din  
**Exam:** Midterm



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**IQRA National University, Peshawar**

**Department of Business Administration**

**Spring Semester / Examination 2020**

**Paper Mid – Semester Examination**

**Course Title: Organizational Behaviour**

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

**Program BBA**

**Total Marks: 30**

**Note: Attempt all Questions:**

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**Q. 1: Please discuss the following:**

**a) Management functions**

**Ans. (a):**

Management is the process of achieving company goals effectively and efficiently by engaging in the four major functions of management such as planning, organizing, leading and controlling of company's resources.

Management for any organization is a function of organizing and channelling the people together to accomplish desired goals.

For example: employees, bank loan or investment from shareholders, knowledge and etc...

**Management consists of the function give below:**

1. **Planning:** is the process of setting goals and determining the appropriate action to achieve the goals of the company.
  1. The polices that will help to achieve goals
  2. The programs that a manager will carry out
  3. The procedure that a manger will utilize
  4. The time schedule that a manager will have to meet
2. **Organizing:** is the process of allocating and arranging both human and other resources through a formal structure of tasks and authority so that plans can be carried out successfully.

The three important elements of an organization are: common purpose, willingness to serve, and communication.
3. **Leading:** is the process of guiding and motivating employees to accomplish company's goals and Managers must be able to make employees want to participate in achieving an organization's goals.

4. **Controlling:** the process of regulating company's activities so that actual performance conforms to the goals and standards set at the planning stage. Which is
  1. Comparing actual events with the forecasts.
  2. Comparing result achieved with the objectives, programs and schedules.
  3. Measuring actual cost against budgeted cost

## **b) Management Roles**

**Ans. (b):** Every organization has 'Managers' who are entrusted with the responsibility of guiding and directing the organization to achieve its goals. Managers administer and coordinate resources effectively and efficiently to channelize their energy towards successful accomplishment of the goals of the organization. Managers are required in all the activities of organizations. Their expertise is vital across departments throughout the organization.

**There are three general types of management roles:**

1. **Decisional Role of Management:** Managers should be able to make decisions such as deciding which new projects to invest, handle unexpected event or crisis and assign resources between divisions of the company.  
**Example:** The Board of Directors considers whether to invest R.s 3 million in research and development of a new online shopping for young adults.
2. **Informational Role of Management:** Managers are required to receive and transmit both internal and external information for analysis and decision-making.  
**Example:** The CEO of the online shopping developing company announces the financial performance and future development of the company in its annual general meeting.  
Than Finance Manager reviews the financial report for announcement and explains it to the CEO. Than Accounting Supervisor supervises the accounting staff to prepare the financial report for Finance Manager's review.
3. **Interpersonal Role of Management:** Manager's task is to co-ordinate different people of the company and to build relationships with subordinates and outsiders.  
**Examples:** Manager provides guidance to subordinates and resolves disputes or grievances. Manager also represents the company to interact with suppliers, customers and investors.

## **c) Management Skills:**

**Ans. (c):** are the knowledge to fulfil some activities or tasks. This knowledge can be learned. However, it also can be acquired through practical fulfilment of these activities. Therefore, skills can be acquired through learning and experience of individuals.

**Henri Fayol the Father of Modern Management, identified three basic managerial skills:**

1. **Technical Skill:** are important especially for first line managers, who spend much of their time training subordinates and supervising their work-related problems.

**For example:** Accountants, engineers, surgeons all have their specialized technical skills necessary for their respective professions. Managers, especially at the lower and middle levels, need technical skills for effective task performance.

2. **Human Skill:** Ability to work with, understand, and motivate other people as individuals or in groups. The manager must focus his attention on improving his interpersonal relations with colleagues, subordinates and his own supervisors.

**For example:** knowing what to do and being able to communicate ideas and beliefs to others and understanding what thoughts others are trying to convey to the manager.

3. **Conceptual Skill:** is more important to the top level management because at that level the manager prepares policies, planning and abilities to design the future estimation. A manager must have the ability to see the organization as a whole and not make decision from his own departmental point of view. He must be able to see how his department is affected by the decisions of others.

**For example:** the managing director of a telecom company visualizes the importance of better service for its clients which ultimately helps attract a vast number of clients and an unexpected increase in its subscriber base and profits.

## **Q. 2: What are the challenges and opportunities for organizational behaviour?**

**Ans. 2:** Organizational Behaviour is the process of studying & understanding the behaviour of individuals in the organization. It is a part of the management process which aims at improving the performance of organizations through understanding & controlling human behaviour.

Challenges and opportunities for organizational behaviour are massive and rapidly changing for improving productivity and meeting business goals.

Main challenges and opportunities of organizational behaviour are:

### **1. Improving Quality and Productivity:**

Maintaining the quality of its products is a challenging task for every organization.

Quality is simply the degree to which products are able to satisfy the customer's needs and wants. It is the main factor which affects the customer satisfaction level. Better quality products more easily satisfy customer needs & wants.

### **2. Improving the Skills of People:**

Skills of people need to be improved and upgraded as per the requirements from time to time. Technological changes, structural changes, environmental changes are accelerated at a faster rate in the business field. Unless employees and executives are equipped to possess the required skills to adapt to those changes. These skills can be enhanced by organizing a series of training and development programs, career development programs, induction, and socialization.

3. **Total Quality Management:** is a philosophy of management that is driven by the constant attainment of customer satisfaction through the continuous improvement of all organizational processes.

**The components of TQM are:**

- (a) An intense focus on the customer.
- (b) Concern for continual improvement.
- (c) Improvement in the quality of everything the organization does.
- (d) Accurate measurement.
- (e) Empowerment of employees.

**4. Improving Customer Services:**

Business is unsuccessful if it fails to treat its customer well & provide them with better service. If businesses have a large number of satisfied customers it will help it in enjoying large profits in the long run. To improve customer service, we need to provide sales service and also the after sales service.

**5. Stimulating Innovation and Change:**

Today every business needs to focus on innovative ideas in order to bring changes to beat the tough competition in the market. Business should always focus to differentiate their product from their competitor's product. It will help them in getting more and more customers.

**For example:** HP succeeded by creating more powerful personal computers for the same or less money than Samsung or Apple, and by putting their products to market quicker than the bigger competitors.

**Q. 3: What are the biographic characteristics of divers?**

**Ans. 3: Biographical Characteristics of divers:**

**Age:**

Age is an increasingly relevant characteristic as the workforce is aging older workers bring with them a wealth of knowledge and experience, but the perception is that productivity often declines with age.

**Gender:**

In the workplace, it has been found that there are very few differences between men and women that impact job performance. However, women, especially those with pre-school age children, do prefer flexible work schedules and will seek an employer who offers options in their schedules.

**Race and Ethnicity:**

It has been shown, however that people in the workplace do identify more with people like themselves so in some cases there may be opportunities given to people based on the fact that they are like their supervisor.

**Tenure:**

Often, tenure is seen as a positive as it signifies that people are happy with their employment because they have remained in their job for a long period of time.

**Religion:**

Religion may impact work outcomes due to religious restrictions, such as dress and grooming.

**Sex:**

Sexual orientation and gender identity are not protected by federal law and as a result they are handled differently by most employees.

**Disability:**

A physical or mental condition that limits a person's movements, senses, or activities.

**Ability:**

Talent, skill, or proficiency in a particular area. It is current capacity of an individual to perform various tasks in a job. Ability is made up of two assets,

**Intellectual ability**

Refers to the skills required to think critically, see connections between disciplines and problem solve in new or changing situations. Memory and creative problem solving.

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|------------------------------|---|
| <b>Number Aptitude</b>       | Ability to do speedy and accurate arithmetic  |
| <b>Verbal comprehension</b>  | Ability to understand what is read or hear and the relationship of words to each other. |
| <b>Perception Speed</b>      | Ability to identify visual similarities and differences quickly                         |
| <b>Inductive reasoning</b>   | Ability to identify a logical sequence in a problem and then solve it.                  |
| <b>Deductive reasoning</b>   | Ability to use logic and asses the implications of an argument.                         |
| <b>Spatial Visualization</b> | Ability to imagine how an object would look if its position in space were changed.      |
| <b>Memory</b>                | Ability to retain and recall past experiences.  |

