WAJID MALIK,,,,

ALL IN ONE FOR FINAL TERM 23----45>>>

ENG301 Subjective Questions from Past Papers Solved

Subjective Questions from Past Papers Solved

Question No: 31 (M a r k s: 2)

What are solicited and unsolicited sales letters?

There are two kinds of sales letters:

(i) Solicited letter (the organization is invited to respond to sales messages.)

(ii) Unsolicited letter (the organization sends out uninvited messages to sell a product or service)

Solicited sales are the letters that you write in response to an inquiry. With these letters, the organization has one central goal: to get responses quickly to someone's request for information, use the direct plan for the solicited letter.

Unsolicited sales letter are those letters which you write to people who can **be persuaded through these letters to buy your product or service.** These letters **demand superior writing Skills.** Often you will work with a marketing department or even an ad agency; they will make recommendations about the mailing lists, **the timing, the core theme,** and the **visual presentation of brochures** and accompanying material. (Lesson no26)

Question No: 32 (M a r k s: 2)

What is ethnographic research?

Ethnographic research

Ethnographic research is a special types of case study research. It is distinguished from other types of case studies because it uses the theories and methods of anthropology to study the culture of schools and classrooms (lesson no 44)

.Question No: 33 (M a r k s: 2)

What is a stress interview?

Perhaps the most unnerving types of interview is the stress interview. Stress interviews help recruiters see how you handle yourself under pressure. See how well a candidate handles stressful situations. During a stress interview, you might be asked

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pointed questions designed to irk or unsettle you. You might be subjected to long periods of silence, criticisms of your appearance, deliberate interruptions, abrupt or even hostile reactions by the interviewer(lesson no 36).

Question No: 34 (M a r k s: 3)

Which points should keep in mind about right attitude for successful collection?

Right attitude for successful collections

• Any emotional reaction on the part of the debtor may reduce the chances of recovery.

• Successful collection depends to on the following factors

• Understanding of Human Nature

• Knowledge of collection policies and laws

• Using persuasive / positive appeals effectively

i) Appeal to fairness & justice

ii) Appeal to pride

iii) Appeal to Goodwill

iv) Appeal to sympathy

Begin with assumption that most people will pay

• Give no impression that you doubt the honesty of the debtor

• Use a courteous, reasonable tone but become firmer

• And more demanding during the later stages of the series

• Remain with the law, don't harass

• Show understanding and flexibility while writing delinquent accounts

• Send collection notices quickly and regularly

• Never imply in you messages that payment can be avoid or postponed.

• Retain goodwill throughout the series

• Present you evidence and stick to the facts

• Persuade the debtors of the benefit he will receive by paying

• State clearly the specific action the debtor must take

Question No: 35 (M a r k s: 3)

Write a note on thinking stage in a research.

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Thinking about it

The "**thinking about it stage**" is when you are finally faced with the reality of completing your degree. Usually the early phases of a graduate program proceed in clear and very structured ways. The beginning phases of a graduate program proceed in much the same manner as an undergraduate degree program. There are clear requirements and expectations, and the graduate student moves along, step by step, getting ever closer to the completion of the program. One day, however, the clear structure begins to diminish and now you're approaching the thesis/dissertation stage. This is a new and different time. These next steps are more and more defined by **you** and not your adviser, the program, or the department. **lesson no 42)**

Question No: 36 (M a r k s: 3)

What is proposal and it s purpose?

Lesson no 32

Proposal

Certain analytical reports are called proposals.

Purposes of Proposals

Numerous groups solicit proposals Governments are the foremost requesters. These requests

Appear in newspapers trade publications. Request for Proposal (RFP) is directed towards a company with specific expertise. Proposal topics are varied such as:

• To sell property, machines, etc.

• To construct building bridges, highways

• To survey water area for possible oil fields.

Smaller Projects are also made town to individual and corporation

Improving engineering and just-in-time (JIT) performance within a company

Preparing managerial staff for work within or outside the country

Planning and basic research before developing any new project

Thus the proposal is similar to that of a recommendation justification report. Both aims to solve

Problem, alter a procedure, find answer to question, offer advice and training.

Question No: 37 (M a r k s: 5)

Evaluate the basic points of EQ in your interview.

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What's your EQ?

• Think clearly and stay focused on the task at hand while under pressure

• Admit to your own mistakes

• Meeting commitments and keep promises

• Hold yourself accountable for meeting your goals

• Seek new ideas for a variety of sources

• Handle multiple demands and changing priorities.

• Make sacrifices to meet an important organizational goal.

• Cut through red tape and bend outdated rules when necessary

• Seek fresh perspectives, even if that means trying something totally new

• Separate form an expectation of success rather than a fear of failure

• Try to learn how to improve your performance

• Set challenging goals and take calculated risks to reach them.

When it comes down to it, every job has basic qualifications. Employers first look for-two things: evidence that a candidate will fit in with the organization and proof that the person can handle a specific job.(lesson no 36)

Question No: 38 (M a r k s: 5)

What is the format of a memorandum?(lesson no 27)

Format

Memorandum format will vary slightly according to the degree of formality required and the *organization's policy* on *matters like filing* and *authorization of memoranda* by their writer. Follow the conventions of 'house style' in your own organization. A typical format, including all the required elements, is illustrated below.

Writing Memorandums

There are usually three main parts to a memorandum:

1. The heading

2. The subject and date

3. The message

Question No: 39 (M a r k s: 10)

Write a letter refusing an adjustment in a computer set that was broken and guarantee

does not include defect in hardware?

(Lesson no 24)

Question No: 40 (M a r k s: 10)

Write a circular letter to a specific number of people about the opening of a new branch of College in Model Town K block and also write about the facilities you are going to provide to the students in that area with a well qualified and experienced staff of teachers

(lesson no27)

Question No: 31 (M a r k s: 2)

Extemporaneous style of presentation.

Lesson no 38 types of presentation

1. Extemporaneous

This method of delivery is very carefully planned and practiced. In it, the speaker, makes a

presentation with the help of an outline, note cards, or visual aid. It is very popular and effective method of delivering a speech. In this way the speaker can glance at his notes, keep eye contact and speak in a natural, conversational tone.

Question No: 32 (M a r k s: 2)

Which things are included in personal data while writing a resume?

Lesson no 34

G. Personal Data

1. Omit personal details that might be seen as negative or used to discriminate against you.

2. Leave personal interest off unless they are relevant to the position being sought.

3. List a reference only with permission to do so.

Or

Personal Data

Leave personal interest off your resume-unless including them enhances the employer's understanding of why you would be the best candidate for the job.

Experts also recommend excluding salary information, reasons for leaving jobs, names, of previous supervisors

Question No: 33 (M a r k s: 2)

What is an informal report?

Lesson no 29 callsificatin of reprts

Informal reports are usually short messages with natural, casual use of language. The

Internal memorandum generally can be described as an informal report.

Question No: 34 (M a r k s: 3)

What is the difference between CV and resume?

Question No: 35 (M a r k s: 3)

Countless aspects of business dealings can be written, but which are the most common causes for claims?

Question No: 36 (M a r k s: 3)

What are win- win strategies in negotiation?

Lesson no 41

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Win-win strategies:

• both parties are satisfied with the settlement negotiated.

• aims to meet the needs of both parties,

• not to win position or gain victories at one party's expense.

•

• result is hard to achieve.

• good verbal and nonverbal communication and careful listening all help to achieve it.

• succeeds only if both parties concentrate on problem solving strategies and on communicating well.

• bargaining on the interests of both parties.

• Each party is then more likely to be committed to the outcome.

• Even as you reach a win-win conclusion that suits both parties, circumstances can change. After

successfully negotiating a difficult or important issue, take the time to follow up to check that the

other party also considers that the result is win-win.

Question No: 37 (M a r k s: 5)

Write a note on chronological resume.

Lesson no 34 combinaton of resumes

The Combination Resume

A combination resume includes the best features of the chronological and functional approaches.

Nevertheless, it is not commonly used, and it has two major disadvantages:

(1) it tends to be longer, and

(2) it can be **repetitious** if you have to list your accomplishments and skills in both the functional section and the chronological job descriptions.

To obtain a position as a special events coordinator that will utilize my skills and experience

Skills and capabilities

• Plan and coordinate large-scale public events

• Develop community support for concerts, festivals, and the arts

• Manage publicity for major events

• Coordinate activities of diverse community groups

• Establish and maintain financial controls for public events

• Negotiate contracts with performers, carpenters, electricians, and suppliers.

Question No: 38 (M a r k s: 5)

What is E Q and its importance for a successful job?

What's your EQ?

• Think clearly and stay focused on the task at hand while under pressure

• Admit to your own mistakes

• Meeting commitments and keep promises

• Hold yourself accountable for meeting your goals

• Seek new ideas for a variety of sources

• Handle multiple demands and changing priorities.

• Make sacrifices to meet an important organizational goal.

• Cut through red tape and bend outdated rules when necessary

• Seek fresh perspectives, even if that means trying something totally new

• Separate form an expectation of success rather than a fear of failure

• Try to learn how to improve your performance

• Set challenging goals and take calculated risks to reach them.

When it comes down to it, every job has basic qualifications. Employers first look for-two things: evidence that a candidate will fit in with the organization and proof that the person can handle a specific job.

Current research shows that employees with certain personality traits tend to be more

Successful at their job. As a result, many employers today seek candidates with a high "emotional intelligence," or **EQ** (emotional quotient). People with a high EQ generally possess these desirable attributes: self-awareness, good impulse control, persistence, confidence, self-motivation, and empathy, as well as the ability to persuade, articulate a mission, interpret the mood of a group, and communicate with people in terms they understand.

Question No: 39 (M a r k s: 10)

Write a report on the functioning of some second class hotels in your city to the head of hotels management association of your province.

Question No: 40 (M a r k s: 10)

A software house is looking for a person having master's degree in computer science

Along with four years experience, he should have proficiencies in data base, web

Designing, networking and architecture in a trouble shooting environment, he should also be competent in human resource management to fill a challenging position in an

Organization, make a CV which will enable you to win the required job.

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Question No: 33 (M a r k s: 2)

Write names of text part of a formal report.

Formal reports are carefully structured; they stress objectivity and organization, contain,

much detail, and are written in a style that tends to eliminate such elements as personal pronouns.

Question No: 34 (M a r k s: 3)

How do we write short quotations in a thesis paper?

Answer in lecture no 43 thesis writing and presetation

Question No: 35 (M a r k s: 3)

Write format of a functional resume.

Question No: 36 (M a r k s: 3)

Write a note on the tone of a memorandum.

Tone of Memorandums

In most companies and organization, **memorandums are written in the first person**, just as

business letters are. Informal writing style characterizes the memos. The **tone of the memo is**

influenced by the **position held by the writer** in relation to that held by the **receiver**. Also, the **topic under consideration** plays an important part in determining tone. Obviously a person writing o a company official to report the results of a financial audit will be more formal than a person rating a co-worker about some routine matter.

An important factor is the personality of the individual receiving the memorandum. The resident, for example, may insist on informality, whereas a peer might like a formal, impersonal tone. Therefore, the effective business writer must evaluate the position of the reader, the topic

under consideration, and the **personality of the reader** when setting the tone of the memo.

Question No: 37 (M a r k s: 5)

What is the difference between cover letter and resume?

Question No: 38 (M a r k s: 5)

Write a note on market report.

Market Report

Definition

A market report describes the condition of a commodity in the market on a certain date for a

specific period. It points out the business conditions in a market at a given time.

Market Report may be of a day, a week, a month, a year or even a number of years.

Daily Market Report shows the price of goods on a mentioned date. It also describes the closing

rates of the previous day, the opening rates of that day, the highest and the lowest rates and the demand and supply of the commodities on that particular day.

Daily newspapers, television, radio and internet give this information. Consumers take more

Interest in daily market report than traders. Weekly Market Report gives the condition of the commodities for the past six days. It contains closing rates of the last week, the opening rates of that week, the highest and lowest rates and the closing rates of that week. This report also determines the causes of variation in price and the expected price movement in the coming week. Business communities show a keen interest in such reports.

Monthly Market Report is an analysis of business done during the whole month. These reports are prepared for comparatively stable market and a permanent demand. This report describes the closing rate of the commodities in the previous month, the opening rate of the month, highest and lowest and closing rate of the month. Newspapers, trade journals and monthly bulletins publish these reports.

Question No: 39 (M a r k s: 10)

You are working in a company which is dealing in foreign exchange. Your company has seen recent exchange fluctuations and its impacts on business. Your Managing Director has asked for your advice in the matter and has requested for a brief report on the subject.

Write a report on this matter.

Question No: 40 (M a r k s: 10)

What is memorandum? What are the internal purposes of memorandum?

Purpose of Memo

When you wish to write to someone within your own company, you will send a memorandum.

Memos are used to communicate with other employees, may be located – whether in the same office, in the same building, or in a branch office many miles away.

Because the interoffice memorandum form was developed to save time, the formality of an

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inside addresses, salutation, and complimentary closing is omitted. Otherwise, however, office

memos and letters have a great deal in common.

Formality is Omitted

The memorandum or 'memo' is a very **flexible** form **used within an**

organization for communication at all levels and for many different reasons. It performs

internally the **same function as a letter does in external communication** by an organization, it is used for **reports, briefings or instructions**, brief messages or 'notes' and any kind of internal communication that is more easily or clearly conveyed in writing (rather than face-to-face or on the

telephone).

Question No: 31 (M a r k s: 2)

What are points of effective buffer paragraph technique when we write bad-news letters?

Lesson no 24

5. Try to Leave the Reader in a Pleasant Frame of Mind

A friendly but concise closing is even more important when the adjustment is not granted.

Use the effective buffer paragraph technique when writing bad-news letters:

Step 1: Buffer

Step 2: Explanation

Step 3: Your no (stated or implied)

Step 4: a friendly close.

You may review the summary of the indirect approach to help you write effective bad-news

messages.

The writer of the following letter realizes that Mr. Hassan must be convinced of the

organization's position and be kept as a customer (after all, he did buy an expensive item). Here's the

answer to a request for repair or replacement for his automatic garage door opener.

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Dear Mr. Hassan,

You are right to expect high-quality merchandise from The Automatic Door Company, We try

to give you the best for your money and to stand behind our products when they fail as a result of

defects in material and workmanship, as our warranty states.

We appreciate your sending the door opener to us for analysis. It appears that the opener has

gotten wet. Excess moisture over a period of time causes this defect.

Our service manager estimates that cleaning and repairing your door opener would cost Rs. 2500.

Since your door opener is several years old, you may want to consider buying a new one. We

have made many improvements

to our door openers since yours was manufactured, including a sealed circuit board that would

prevent the possibility of damage from moisture. A new door opener, which costs Rs. 3500.00

postpaid, should give you even longer service than your old one did.

Please let us know whether you want us to repair or replace your opener.

Yours sincerely,

Question No: 33 (M a r k s: 2)

What is bibliography?

Lesson no 43

Bibliography

All pieces of literature referred to should be listed at the end of the proposal using the referencing style appropriate to the department. Before you begin compiling this section, find out what style you are expected to use. Carefully adhere to it or you will raise the ire of your committee. It is important to ensure that all the key journals and books in the field have been referred to in the proposal. This demonstrates that the proposal has been developed from a thorough understanding of the important theoretical perspectives and research findings in the literature

Question No: 34 (M a r k s: 3)

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What is the difference between CV and resume?

Question No: 35 (M a r k s: 3)

What is an adjustment letter?

Lesson no 23

An *adjustment letter* is the reply to a complaint (called a *claim letter*). In general, the best attitude is to give the customer the benefit of the doubt. Most persons are honest in their claims, and it is usually better to make the desired adjustment than to risk losing a customer.

Even though your firm's adjustment policy may be generous, the ultimate success of your good news adjustment letters depends not only on *what* you say but also on *how* you say it.

Three types of adjustment letters.

1. When the seller is at fault

2. When the buyer is at fault.

3. When the third party is at fault.

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Question No: 36 (M a r k s: 3)

Write a note on skills in conflict resolution and negotiation.

Lesson no41

Problem solving by negotiating…….

Problem solving by negotiation is dealt with by a team or group of people who already have a working relationship and want to solve a work-related problem. The six-step approach to problem solving by negotiation will succeed only if the relationship is important to both parties and if they have a genuine desire to solve the problem rather than to win (see This 8.4)

Negotiating methods……..

In the negotiating process, the parties involved may choose one of five different negotiation methods. A skilful negotiator is able to identify them and recognize which one is being used by the other person.

1. Compromise

2. collaboration

3. competition

4. accommodation

5. withdrawal or avoidance

Question No: 37 (M a r k s: 5)

Write a note on five types of work place powers.

Five types of workplace power .

• **Legitimate power** bases on a persons position or role in an organization. Their authority and

Control over resources gives them power hat is acknowledged

• **Expertise power** people with more skill and strength than others have to them; their colleagues defer to them

• **Reward power** is exerted by someone who has control over resource desire by others. Such as

Person can influence and manipulate behavior

• **Coercive power** is exerted by those who use their authority or any force, emotional or physical, against the interest of the other party

• **Consultative power** is exerted by someone who seeks information, considers other's advice and makes plans with others

Question No: 38 (M a r k s: 5)

What are the causes of a claim letter?

Lesson no 23

The most common causes for claims are:

1. An incorrect bill, invoice, or statement

2. A bill for merchandise ordered but never received;

3. Delivery of unordered merchandise;

4. Delivery of incorrect merchandise;

5. Delivery of damaged or defective merchandise

Two other more specialized types of claims are:

1. a request for an adjustment under a guarantee or warranty;

2. a request for restitution under an insurance policy.

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A claim is written to *inform* the company of the problem and *suggest* a fair compensation. No

matter how annoying the nature of the problem, how great the inconvenience, the purpose of a claim is NOT to express anger, but to get results.

Therefore, it is important to avoid a hostile or demanding tone. A claim must be calm and polite

though, of course, also firm.

A claim should begin with the facts, first explaining the problem such as the condition of the

merchandise or the specific error made. Then all the necessary details should be described in a logical order. These details may include the order and delivery dates, the order or invoice number, the account number, the method of shipment, etc. A copy of proof of purchase, such as a sales slip or an invoice, should be included whenever possible. (Always, of course, keep the original.)

In most cases, and especially in your first letter, assume that a fair adjustment will be made, and

follow the plan for direct requests. Begin with a straightforward statement of the problem, and give a complete, specific explanation of the details.

Politely request specific action in your closing, and suggest that the business relationship will

continue if the problem is solved satisfactorily.

Question No: 39 (M a r k s: 10)

Being an employee of a firm, you have complained to your manager that facilities for the staff refreshment and recreation are either non-existent or inadequate. He asks you to put the situation in written form. You are required to write a short memo-report with some recommendations to present it to management meeting.

Question No: 40 (M a r k s: 10)

What guidelines should we follow to select a research thesis?

Lesson no 43 and 42

FINALTERM EXAMINATION

Spring 2009

MGT502- Organizational Behaviour (Session - 2)

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Question No: 41 (M a r k s: 5)

Discuss the advantages and disadvantages of a conflict?

Answer: Conflict: A process in which one party thinks that its interests are being opposed or negatively affected by another.

There are advantages as well as disadvantages attached to conflict. A conflict of a mild level is always healthy because it brings innovation and creativity.

Functional conflict is a healthy, constructive disagreement.

Whereas, dysfunctional conflict brings about destruction because it does not end up in resolution.

Generally relationship conflicts focusing on interpersonal relationships are dysfunctional because it affects performance as it decreases mutual understanding.

Task conflicts relate to how work will be carried out a moderate level of conflict at this level is good. It enhances performance because it brings about discussion.

Question No: 42 (M a r k s: 5)

What is globalization? Why is Globalization Significant for Organizational Behavior?

Answer: Globalization: Globalization is doing the business across the world.

Significance of Globalization for organizational Behavior:

There are many significances of globalization for organizational behavior.

- It helps in avoiding uncertainty
- It focuses on long and short term orientation
- It helps in language issues
- Use of space
- Uses time orientation
- Helps learning culture
- Issue of power distance
- Religion matters

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Question No: 43 (M a r k s: 10)

Describe the advantages and disadvantages of External Change Agents.

Answer: Change Agents: A change is an alteration in organization's design and change agents refer to an individual or group who is responsible for bringing and managing change within an organization.

The change agent can internal or external to the organization.

Advantages and Disadvantages of External Change Agents:

Advantages	**Disadvantages**
More diverse experience	Less knowledge of organization
More specific experience and knowledge	An unknown quantity
Views are more objective	Requires higher out of pocket costs
	Hurts management image
	Longer start up time

Question No: 44 (M a r k s: 10)

What do you think how organizational culture is developed and how can management attempt to maintain it.

Answer: Organizational Culture: Organizational culture is a set of shared, taken for granted implicit assumptions that a group holds and that determines it perceives, thinks about and reacts to its various environment

Developing Organizational Culture: Organizational culture is a combination of peoples' shared values, routine behaviors of employee, rules and regulation of the organization, various norms shared by teams and climate of organization. Interaction of all these help developing organizational culture.

In order to develop a strong organizational culture organization needs to develop a mission statement for the firm, strategic objectives to back and support the mission, identifying core values and operating principles that support the mission and strategic objectives. Socializing new employees into culture of firm and hiring employees who are compatible with firm's culture. Needs to communicate culture to employees is also an important aspect of developing a strong culture.

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Maintaining Organizational Culture: Maintaining a stable organizational culture is one of the very important aspect management must look into for a smooth running.

Maintaining a culture needs a strong knowledge of culture first, communicating it effectively to the employees. Helping new comers learn the culture. How leaders react to crisis also helps maintaining and managing culture.

Question No: 45 (M a r k s: 10)

Suppose you are CEO of a well-reputed ceramic company which is successfully operating at national level. Now you have decided to extend your business in the global market. Describe what the expected benefits of doing so are? And what competencies you need to acquire in order to be successful in global market?

Answer: Being a CEO of a company decision of going into global market needs many things to take into consideration.

The benefits attached to globalization

· Increased market share

· Low costs

· Enormous economic power and impact

· Diverse workforce

Competencies required going into global market

- Must understand difference cultures
- Knowledge of language
- Managerial skills vary across world so managers should learn what is demanded outside country
- Communication needs to be more strong
- Requires foreign exchange knowledge
- Openness to diversification

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FINALTERM EXAMINATION

Spring 2009

MGT502- Organizational Behaviour (Session - 3)

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Question No: 41 (M a r k s: 5)

What purposes do performance evaluations serve in organizations?

Performance evaluations have good effect on organizations. An employee's performance appraisal is very much dependent on the perceptual process. Although the appraisal can be objective, many jobs are evaluated in subjective terms. Subjective measures are, by definition, judgmental. To the degree that managers use subjective measures in appraising employees, what the evaluator perceives to be good or bad employee characteristics or behaviors will significantly influence the outcome of the appraisal.

Question No: 42 (M a r k s: 5)

When it is said that organizational change is due to some internal forces then what sort of forces you will recognize that are responsible for this change?

There are some internal forces which make change in organizations.

Declining effectiveness

Company Crisis

Changing work Climate

Changing employee expectations

Question No: 43 (M a r k s: 10)

Distinguish between the roles of mediator, arbitrator, conciliator, and consultant.

Consultant: The consultant works with the client in jointly diagnosing what processes need improvement. The consultant's expertise lies in diagnosis and developing a helping relationship.

Arbitrator: An arbitrator undertakes an awesome responsibility. He or she will be judge, jury, clerk, stenographic reporter and appellate review tribunal compressed into a single individual. When an arbitrator decides a case it is assumed that the arbitrator heard the evidence, understood it completely and applied the law and/or principles of justice and equity to achieve the correct result. The parties must have complete confidence in the arbitrator's fairness and integrity and in his or her ability to do all of these things.

How do the parties know that the person they selected has these attributes and will do these things? In classic arbitration they knew and trusted the individual. The arbitrator was the wise old man on the fishing boat dock, whom everyone knew, and who was trusted to know more about fish than anyone else. The fishermen were able to place complete confidence in him because they knew him intimately. Today we have gone to the opposite extreme. The arbitrator who is sufficiently close to a party to have instilled this type of confidence is for that very reason arguably disqualified. The arbitrator

selected ideally has no relationships with any of the parties or their counsel. The parties must attempt to select the right person based in large part upon the information they can obtain from the potential arbitrator. The disclosure process has thus become the modern surrogate for the common knowledge of the marketplace.

Mediator: A mediator is a neutral third party who facilitates a negotiated solution by using reasoning and persuasion, suggesting alternatives, and the like.

Conciliator: The conciliator can contact and interview disputing parties over the telephone, provide information about the Residential Tenancies and Rooming Accommodation Act 2008, assist the parties in the exchange of information including relevant documents such as receipts, facilitate the resolution of disputes by sharing offers and suggesting options, provide a notice of unresolved dispute to enable an application to the tribunal for a hearing where a dispute remains unresolved.

Question No: 44 (M a r k s: 10)

What is flextime? What are the advantages of flextime from an employee's perspective and from management's perspective?

Flextime: Employees work during a common core time period each day but have discretion in forming their total workday from a flexible set of hours outside the core.

In today's competitive work place employers must remain attuned to the needs of their work force. Those that do will have a distinct advantage. One of the tools being used by U. S. firms to meet this objective is the use of flextime. The reason is simple: it is very popular from the employee's viewpoint. A recent survey showed that 78 percent of the respondents favored flexible work schedules so that they could spend more time with their families, even if it meant slower career advancement.

The concept of flextime refers to a variety of flexible arrangements including unconventional hours, part-time work, job sharing, leaves of absence and working at home. From a company's perspective, allowing employees to work fewer and more pliable hours is a powerful way to attract and retain top caliber people.

From the employee's perspective, having flexible work arrangements gives one a greater sense of empowerment. Flextime gives many a stronger feeling that their company trusts them. Additionally, in these times of dual-career parents, it helps parents raise their children more responsibly. It also turns out that professional who have such arrangements are fiercely loyal to their employers

Question No: 45 (M a r k s: 10)

Survey feedback is an organizational development technique for bringing change. Discuss.

Survey feedback

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One tool for assessing attitudes held by organizational members, identifying discrepancies among member perceptions, and solving these differences is the survey feedback approach. Everyone can participate, but of key importance is the organizational “family.” A questionnaire is usually completed by all members in the organization or unit. Organization members may be asked to suggest questions or may be interviewed. The questionnaire asks for perceptions and attitudes on a broad range of topics. The data from this questionnaire are tabulated with data pertaining to an individual’s specific “family” and to the entire organization and distributed to employees. These data then become the springboard for identifying problems and clarifying issues. Particular attention is given to encouraging discussion and ensuring that discussions focus on issues and ideas and not on attacking individuals. Finally, group discussion in the survey feedback approach should result in members identifying possible implications of the questionnaire’s findings.

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FINALTERM EXAMINATION
Spring 2009
MGT502- Organizational Behaviour (Session - 3)
Question No: 41 (M a r k s: 5)

What purposes do performance evaluations serve in organizations?

Performance evaluations have good effect on organizations. An employee’s performance appraisal is very much dependent on the perceptual process. Although the appraisal can be objective, many jobs are evaluated in subjective terms. Subjective measures are, by definition, judgmental. To the degree that managers use subjective measures in appraising employees, what the evaluator perceives to be good or bad employee characteristics or behaviors will significantly influence the outcome of the appraisal.

Question No: 42 (M a r k s: 5)

When it is said that organizational change is due to some internal forces then what sort of forces you will recognize that are responsible for this change?

There are some internal forces which make change in organizations.
Declining effectiveness
Company Crisis
Changing work Climate
Changing employee expectations

Question No: 43 (M a r k s: 10)

Distinguish between the roles of mediator, arbitrator, conciliator, and consultant.

Consultant: The consultant works with the client in jointly diagnosing what processes need improvement. The consultant’s expertise lies in diagnosis and developing a helping relationship.

Arbitrator: An arbitrator undertakes an awesome responsibility. He or she will be judge, jury, clerk, stenographic reporter and appellate review tribunal compressed into a single individual. When an arbitrator decides a case it is assumed that the arbitrator heard the

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evidence, understood it completely and applied the law and/or principles of justice and equity to achieve the correct result. The parties must have complete confidence in the arbitrator's fairness and integrity and in his or her ability to do all of these things.
How do the parties know that the person they selected has these attributes and will do these things? In classic arbitration they knew and trusted the individual. The arbitrator was the wise old man on the fishing boat dock, whom everyone knew, and who was trusted to know more about fish than anyone else. The fishermen were able to place complete confidence in him because they knew him intimately. Today we have gone to the opposite extreme. The arbitrator who is sufficiently close to a party to have instilled this type of confidence is for that very reason arguably disqualified. The arbitrator selected ideally has no relationships with any of the parties or their counsel. The parties must attempt to select the right person based in large part upon the information they can obtain from the potential arbitrator. The disclosure process has thus become the modern surrogate for the common knowledge of the marketplace.
Mediator: A mediator is a neutral third party who facilitates a negotiated solution by using reasoning and persuasion, suggesting alternatives, and the like.
Conciliator: The conciliator can contact and interview disputing parties over the telephone, provide information about the Residential Tenancies and Rooming Accommodation Act 2008, assist the parties in the exchange of information including relevant documents such as receipts, facilitate the resolution of disputes by sharing offers and suggesting options, provide a notice of unresolved dispute to enable an application to the tribunal for a hearing where a dispute remains unresolved.

Question No: 44 (M a r k s: 10)

What is flextime? What are the advantages of flextime from an employee's perspective and from management's perspective?

Flextime: Employees work during a common core time period each day but have discretion in forming their total workday from a flexible set of hours outside the core.
In today's competitive work place employers must remain attuned to the needs of their work force. Those that do will have a distinct advantage. One of the tools being used by U. S. firms to meet this objective is the use of flextime. The reason is simple: it is very popular from the employee's viewpoint. A recent survey showed that 78 percent of the respondents favored flexible work schedules so that they could spend more time with their families, even if it meant slower career advancement.
The concept of flextime refers to a variety of flexible arrangements including unconventional hours, part-time work, job sharing, leaves of absence and working at home. From a company's perspective, allowing employees to work fewer and more pliable hours is a powerful way to attract and retain top caliber people.
From the employee's perspective, having flexible work arrangements gives one a greater sense of empowerment. Flextime gives many a stronger feeling that their company trusts them. Additionally, in these times of dual-career parents, it helps parents raise their children more responsibly. It also turns out that professional who have such arrangements are fiercely loyal to their employers

Question No: 45 (M a r k s: 10)

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Survey feedback is an organizational development technique for bringing change. Discuss.

Survey feedback

http://groups.google.com/group/vuZs

One tool for assessing attitudes held by organizational members, identifying discrepancies among member perceptions, and solving these differences is the survey feedback approach. Everyone can participate, but of key importance is the organizational "family." A questionnaire is usually completed by all members in the organization or unit. Organization members may be asked to suggest questions or may be interviewed. The questionnaire asks for perceptions and attitudes on a broad range of topics. The data from this questionnaire are tabulated with data pertaining to an individual's specific "family" and to the entire organization and distributed to employees. These data then become the springboard for identifying problems and clarifying issues. Particular attention is given to encouraging discussion and ensuring that discussions focus on issues and ideas and not on attacking individuals. Finally, group discussion in the survey feedback approach should result in members identifying possible implications of the questionnaire's findings.

MIDTERM EXAMINATION
Fall 2009
MGT502- Organizational Behaviour (Session - 4)
Question No: 41 (M a r k s: 10)

Compare and contrast command, task, interest, and friendship groups by giving practical examples.

MIDTERM EXAMINATION
Fall 2009
MGT502- Organizational Behaviour (Session - 4)
Question No: 41 (M a r k s: 10)

How does ERG theory differ from Maslow's hierarchy of needs?

Answer :

Abraham Maslow's theory of needs describes five levels of needs and from bottom to top order they are :

1) Physiological needs : These include basic needs of food, existence, shelter etc. This is the lowest level of needs in Maslow's hierarchy.
2) Safety needs :These include the needs for feeling safe and protected from environmental hazards.
3) Social needs : These include the need for belongingness and having social relationships
4) Esteem needs : These needs include the need for being recognized and having respect in society
5) Self actualization needs : This is the highest level of needs and means that a person reaches the full potential he is capable of reaching.

In contrast to this, Clayton Alderfer's ERG needs are three and they are :

1) Existence needs : The need for existence i.e food, shelter etc.

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2) Relatedness needs : The need for having social relationships and being related to.
3) Growth needs : The needs for growth and achieving something and doing something good in life.

The major difference however between the two is that according to Maslow the lowest level needs starting from physiological needs will be more important for an individual to fulfill before he moves on to the next level of needs. This means that the needs at a next higher level will not be important for an individual until he completely or to a good extent satisfies his needs at the immediate lower level. Once the needs at the lower level are met completely or sufficiently they will no longer remain the source of motivation for the individual and he will move on to the next level up and will try to fulfill those needs and they will become the motivation for him. But according to Alderfer this was not the case. The needs priority for different people can be different. Some people might give more importance to the growth needs and will be motivated to behave in ways that satisfies their need for growth more than the satisfaction of the need for relatedness or existence.

This assumption of Maslow that the lower level needs should be fulfilled before the individual deems higher level needs as a source of motivation was the biggest flaw in the theory as different people have different

MIDTERM EXAMINATION
Spring 2009
MGT502- Organizational Behaviour (Session - 3)
Question No: 41 (M a r k s: 10)

Which biographical characteristics best predict productivity? Absenteeism? Turnover? Satisfaction?

MIDTERM EXAMINATION
Spring 2009
MGT502- Organizational Behaviour (Session - 2)
Question No: 41 (M a r k s: 10)
What are the common skills exhibited by an effective manager?
ANSWER:

Skill: Skill is defined as an ability to act in a way that allows a person to highly perform his roles.

Skills required by Effective Manager:

There are various skills which must be possessed by a manager in order to be effective. Some of such skills are listed below

- Define proper goals for everyone.
- Must plan and organize the work properly so that it flows smoothly.
- Enables proper communication in all directions.

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- Promotes participation of individuals
- Provide honest feedback
- Empower and delegate the important tasks to subordinates
- Have full control over the whole process
- Motivate the subordinates to goal achievement
- Exhibits technical as well as administrative expertise to answer related questions.
- Facilitates work through teams and proper training
- Keep the activities move by following the schedule and deadlines.
- Rewards good performances

MIDTERM EXAMINATION
Spring 2009
MGT502- Organizational Behaviour (Session - 1)
Question No: 41 (M a r k s: 10)
What are the common skills exhibited by an effective manager?
A skill is an ability to act in a way that allows a person to perform highly in her or his role. Managers need three types of skills:

1. Conceptual Skills
2. Human Skills
3. Technical Skills

1. Conceptual skills to analyze and diagnose a situation to distinguish between cause and effect;
2. Human skills to understand, work with, lead, and control the behavior of individuals and groups
3. Technical skills job-specific knowledge and techniques required to perform an organizational role.
Effective managers need all three types of skills—conceptual, human, and technical.
For example,
Entrepreneurs often are technically skilled but lack conceptual and human skills.
Scientists who become managers have technical expertise, but low levels of human skills.
Management Skills

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Robert Katz has identified three essential management skills: technical, human, and conceptual.

1. Technical Skills

• The ability to apply specialized knowledge or expertise. All jobs require some specialized expertise, and many people develop their technical skills on the job.

2. Human Skills

• The ability to work with, understand, and motivate other people, both individually and in groups, describes human skills. Many people are technically proficient but interpersonally incompetent

3. Conceptual Skills

1. The mental ability to analyze and diagnose complex situations
2. Decision making, for example, requires managers to spot problems, identify alternatives that can correct them, evaluate those alternatives, and select the best one.

Skills Exhibited by an Effective Manager

1. Clarifies goals and objectives for everyone involved
2. Encourages participation, upward communication, and suggestions
3. Plans and organizes for an orderly work flow
4. Has technical and administrative expertise to answer organization-related questions
5. Facilitates work through team building, training, coaching and support
6. Provides feedback honestly and constructively
7. Keeps things moving by relying on schedules, deadlines, and helpful reminder
8. Controls details without being over-bearing
9. Applies reasonable pressure for goal accomplishment
10. Empowers and delegates key duties to others while maintaining goal clarity and commitment
11. Recognizes good performance with rewards and positive reinforcement