

## ***MGT502- Organizational Behaviour***

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***2010 -2011 Final term Subjective Solved***

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## ***2010 -2011 Final term Subjective Papers Solved***

**Question No: 65 ( Marks: 3 )**

How can charismatic leadership hurt an organization?

**Answer :**

A charismatic leader is one who might not have legitimate authority over the followers but followers respect him for his charisma, knowledge, expertise and his vision.

Charismatic leaders can hurt an organization because their followers might go against the legitimate chain of command of the organization to follow the leader. As it is not necessary for the charismatic leader to have legitimate authority therefore he might not follow the proper chain of command. This creates the problem of unity of command. People will follow two managers. One will be their manager according to the company hierarchy or structure and one will be the leader. This might create people-role conflict for employees. This affects the organization in a negative way and hurt the organization.

**Question No: 66 ( Marks: 5 )**

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“As important as attracting good employees is, it is just as important to retain them”. How you can justify this statement.

**Answer :** Employees are the biggest assets for an organization. They are the real distinctive competency of an organization. The organizations who pay heed to this fact are the most successful ones. Technology and other resources that a successful organization holds can be acquired by other organizations as well but motivated, expert and skilled employees that one firm has cannot be duplicated easily by other firms. That is the main reason competing firms try to buy out employees from their rivals in an attempt to gain the distinctive competencies that the rival holds because of these employees.

Therefore for an organization to be successful, it should not only attract or hire good employees but it should also retain them. There are a number of reasons why retaining is also as important or even more important than hiring good employees. Some of the reasons are:

- 1) The company might spend a lot of money on the training and development of employees and once the employee leaves the company, the company not only suffers in terms of employee loss but also financial loss which was caused because of the wastage of training resources on the leaving employee.
- 2) When an employee leaves and his position is vacant, the company will need to hire someone new in his/her place. The new person will need to be trained or will take time to get to work on the same position. This wastes valuable company resources and lowers productivity of the company.
- 3) The employee who has been working for a company for a longer time knows the company culture and has accepted it to a great extent. But when this employee leaves and a new employee is hired in his place, it will take time for the new employee to get acquainted with the culture and norms of the organization.
- 4) When an employee leaves this does not only affect him but demoralizes other employees as well and gives an impression that people don't like to work for this company and the employees who are sticking around might be making a mistake. This often urges other employees also to either look for better opportunities and they lose loyalty and commitment to the company.
- 5) The employee working for a company might have acquired good experience after a considerable amount of time working for the company and if he leaves then this experience can't be replaced. The company might hire some one with the same qualification but the experience that

the leaving employee has will not be there.

Because of all the important reasons mentioned above, it is very important that a company not only attracts good employees but should also strive to retain them by making policies that foster long term commitment and loyalty.

**Question No: 67 ( Marks: 10 )**

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

**Answer :** Flextime is a work arrangement where an employee works for the same core hours during the day but the arrangement of these hours or how he makes up these hours from the day is flexible. For example a company might have a policy for employees to work for eight hours every day and the company starts at 8.00 AM. So in flextime arrangement the employee might be given the discretion of working for eight hours but not necessarily from 8 AM. An employee might start for example at 10 AM and work up to 6 AM thereby completing eight hours of work and starting at his convenient time.

This is only one example of flextime. Other methods include flexible or compressed work weeks where the employee can work for more hours during some days and thereby reducing the total working days during the week. Others include job sharing , part time work arrangements and telecommuting.

**Advantages from employee's perspective:**

- 1) Flexible working hours will suit many people and they will be more satisfied with their work and will not have to look for other employment options.
- 2) Working husbands and wives can easily arrange work to take care of their children. For example the wife might arrange her working hours so that either she or the husband is always with the children.
- 3) If a company allows telecommuting for example then it can get more work force options because then those women can also work who need to be at home. Working from home can help these women earn money as well as attending to their family commitments.
- 4) Compressed working weeks might help those people who can work for a less number of days for a week for example four out of seven days and extend their working hours per day and then go to their families during the three days off in case their families live in some other area or away from their place of work.

- 5) There might be many people who would not work at all if flextime option was not available for example for college students who want to work part time because during the day they cannot work. So for these cases flextime will make more types of jobs available to them and they can easily work for example during the evenings and earn without affecting their education.

#### **Advantages from employer's perspective**

- 1) The biggest advantage from the employer's perspective is that he will get better productivity from employees working in flextime
- 2) The employees will be satisfied and hence the employer will not have to worry about boosting the morale of the employees or for employees leaving the company to find other jobs that suits them..
- 3) This is a very good method to retain employees because when employees get such a good option of flexible timing, they will not be tempted to leave the organization.
- 4) Using flextime the company can hire experts who will not be willing to work for example during the day maybe because they might be working with some other company. So this way the company can get the experts they need by allowing them to work as part-timers.

#### **Question No: 68 ( Marks: 10 )**

Sometimes data gathered from interview is biased. Explain different interviewing mistakes that can lessen the effectiveness of a job interview.

#### **Answer :**

Interview is a method of verbal communication and therefore is subjective. It depends a lot on the context under which the interview was conducted and also on the interviewer's skills as well his perceptions. As human interaction gets involved here, therefore the interview can become very subjective instead of being objective. A lot of issues related to human nature can be introduced during the interview which might make it biased. The biasness depends on many factors. These factors can lead to interviewing mistakes which adversely affects the effectiveness of the job interview.

Some of the mistakes that can lessen the effectiveness of the job interview are :

- 1) **Selective perception:** The selective perception of the interviewer might affect the interview. Different people perceive the same situation at the same time in different ways. This is due to their life experiences, education, values and personality. So based on these they might interpret the same situation in different ways. This might create biasness in their judgment.
- 2) **Projection:** Some interviewers might have some qualities and they might value them a lot and might want to see the same qualities in the interviewee and if they don't see the same qualities, they will be biased in their interview.
- 3) **Stereotyping :** Stereotyping is the preset judgement a person makes based on the group to which the interviewee belongs. For example the interviewer might have a stereotype that women are not good for managerial positions so he might get biased into not giving good review in job interview to a woman who applied for the a management position.
- 4) **Halo effect:** Halo effect is when a person makes good or bad judgement based on just one quality. In this the interviewer might get biased based on just one quality and might give good reviews without paying attention to other good qualities or bad qualities that a person has. Similarly the same thing goes for a bad quality that the interviewer might see in the interviewee.
- 5) **Similar to me effect** :: In this the interviewer might try to find qualities in an interviewee which is similar to the interviewer. If he doesn't find any such quality he will be biased to not hire the job applicant. If on the other hand he sees such a quality then he will be biased to hire the job applicant without paying attention to other qualities needed for the job
- 6) **Inadequate knowledge about the job:** Some times the interviewer might not be well-versed with the exact requirements for a position for which he might be conducting the interview. For example an HR manager hiring for a technical job in the information technology department. As this is a completely technical field so the manager taking the interview might not be capable enough to do the interview because of his limited knowledge of the field of computer sciences. In this case he will be biased to see human or communications skills more than the technical skills the job applicant has that are more important to the job than his human skills. Similarly the interviewer might be hiring for a non technical position but he might lack the knowledge of the exact requirements or specifications for the job opening.

- 7) **Previous interviewee effect:** If an interviewee is being interviewed immediately after a perceived good or bad interviewee then he will be judged against the previous interviewee. If the previous interviewee was perceived as very good by the interviewer then the next person will have difficulties in making a good impression on the interviewer and if the previous interviewee was perceived as bad then the next one will be considered good even if he is just slightly better than the previous. So this creates a bias on the part of the interviewer and is one of the mistakes in job interviews which lessens its effectiveness.
- 8) **Preconceived notion about the interviewee :** If the interviewer has already heard about the job interviewee before the interview from some other sources whether it is something good or bad about him, the interviewer will already have made an impression about the interviewee even before the interview begins. So this can introduce a good or a bad bias on the part of the interviewer and lessens the effectiveness of the interview.
- 9) **Emotional state of the interviewer :** As interview is a human interaction so it is prone to human emotions. If the interviewer is not emotionally stable then it might bias the interview. For example an interviewer sitting down to take the interview has just heard some bad news before the start of the interview sessions and that might affect his judgement in reviewing the right person for the job.

All the factors mentioned above are mistakes that are involved in the interview process and that might affect the effectiveness of the job interview. There are many techniques to cope with these problems and make the interview as objective as possible so that exactly the right person can be hired for the right job.

### **Who in organizations are responsible for managing change activities? 3**

- Change agents can be managers, employees of the organization, or outside consultants.
  - Typically, we look to senior executives as agents of change.
- For major change efforts, top managers are increasingly turning to temporary outside consultants with specialized knowledge in the theory and methods of change.
- Consultant change agents can offer a more objective perspective than insiders can.

- They are disadvantaged in that they often have an inadequate understanding of the organization's history, culture, operating procedures, and personnel.

## **What can management do to create a more ethical culture within an organization? 5**

### **Ethical behavior**

– **“Good” and “right” as opposed to “bad” or “wrong” in a particular setting.**

An organization's ethics are rules, beliefs, and values that outline ways in which managers and workers should behave when confronted with a situation that may help or harm other people inside or outside an organization. Ethical behavior enhances the well-being (the happiness, health, and prosperity) of individuals, groups, organizations, and the organizational environment. Ethics establish the goals and behaviors appropriate to the organization. Many organizations have the goal of making a profit, to be able to pay workers, suppliers, and shareholders. Ethics specifies what actions an organization should take to make a profit and what limits should be put on organizations and their managers to prevent harm. Ethics can also define an organization's social responsibility, moral responsibility toward individuals or groups outside the organization that are directly affected by its actions. Different organizations have different views about social responsibility. Being socially responsible means performing any action as long as it is legal. Others do more than law requires and work to advance the well-being of their employees, customers, and society in general. Ben & Jerry's Homemade, Inc. contributes a percent of profits to charities and community needs. Green Mountain Coffee Roasters seeks out coffee growers who do not use herbicides and pesticides and control soil erosion. All organizations need codes of conduct that spell out fair and equitable behavior to avoid doing harm.

## **Describe the advantages and disadvantages of External Change Agents?**

**5**

### **External Change**

#### **Agents**

#### **Advantages**

More objective  
views

☐ More diverse  
experience

☐ May have more  
specific experience  
and knowledge

#### **Disadvantages**

Less knowledge of the  
organization

☐ Requires higher out-of-pocket  
costs

☐ An unknown quantity

☐ Longer start-up time

☐ Hurts management's

Image

## **What purposes do performance evaluations serve in organizations? 5**

Reading this you can get the answer that what purposes it do for organization.

Performance evaluation

- Managers are strongly influenced in their decision making by the criteria by which they are evaluated. Their performance in decision making will reflect expectation.

#### **Performance Evaluation**

- 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.

**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? 5**

### **Change**

When we speak of change, we mean an alteration in organization design, strategy or processes, or some other attempt to influence an organization's members *to behave differently*.

### **Internal Forces for Change**

Declining  
Effectiveness

Company  
Crisis

Changing  
Work Climate  
Changing

Employee  
Expectations

**Distinguish between the roles of mediator, arbitrator, conciliator, and consultant? 5**

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

### **Arbitrator:**

This party imposes its decision on involved parties.

The third party acts as a *mediator*, taking a neutral stance and helping parties reconcile their differences. If no solution is reached, the third party acts as an *arbiter*, or judge, imposing a solution.

**conciliatory**

Two processes occur in any negotiation situation: (1) distributive bargaining, in which parties decide how resources are distributed, and (2) attitudinal structuring, in which parties try to influence their opponent's attitudes, perhaps appearing aggressive to increase their resource share or by appearing **conciliatory** to preserve a relationship.

### **consultant**

The consultant works with the client in jointly diagnosing what processes need

Improvement

By having the client actively participate in both the diagnosis and the development of alternatives, there will be greater understanding of the process

and the remedy and less resistance to the action plan chosen.

The process consultant need not be an expert in solving the particular problem

that is identified. The consultant's expertise lies in diagnosis and developing a

helping relationship.

### **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.

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

#### ***Survey feedback***

□ 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. A questionnaire is usually completed by all members in the organization or unit.
  - b. Organization members may be asked to suggest questions or may be interviewed.
  - c. 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.
  - a. These data then become the springboard for identifying problems and clarifying issues.
  - b. 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.

### **How can conflict be managed successfully?**

Pondy’s model suggests several methods to resolve conflicts. In collaboration, each side works toward a solution to satisfy its own goals plus the goals of the other side—both parties are better off after conflict resolution. In compromise, both parties negotiate to reach a mutually acceptable solution, but not necessarily one that achieves their goals. A primary responsibility of managers is to help subordinates resolve their disputes. Some managers spend much time managing conflict. Several techniques are helpful in managing conflict so that it results in functional rather than dysfunctional outcomes. These techniques concern changing attitudes and behaviors, changing task relationships, and changing the organizational structure or situation.

Conflict is the struggle that arises when the goal-directed behavior of another person or group.

Whether conflict benefits or harms an organization depends on how it is managed

More related to this on page 128 handouts.

### **Question No: 49 ( Marks: 3 )**

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What is the purpose of conducting the job analysis?

Job Analysis is the **SYSTEMATIC** process of collecting and making judgments about all the important information related to a job.

#### **Job analysis outcomes or purposes**

☐ ***Job description***

☐ ***Job specification***

☐ ***Job evaluation***

1. Purpose of job analysis in Recruitment and Selection:

Job analysis is very important for contents as:

- Job duties that should be included in advertisements of vacant positions;
- Appropriate salary level for the position to help determine what salary should be offered to a candidate;

- Minimum requirements (education and/or experience) for screening applicants;;

- Orientation materials for applicants/new hires

2. Purpose of job analysis in Job evaluation

- Judges relative worth of jobs in an organization
- Sets fair compensation rates

3. Purpose of job analysis in Job design

- Reduce personnel costs, streamline work processes,
- Increase productivity and employee empowerment,

4. Purpose of job analysis in Compensation and Benefits:

Job Analysis can be used in compensation to identify or determine:

- Skill levels
- Compensation job factors
- Work environment (e.g., hazards; attention; physical effort)

### **Question No: 50 ( Marks: 3 )**

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Explain the role of 360 degree feedback in the measurement of performance.

The 360-degree evaluation is a common tool in human resource management. Simply put, it is a mechanism for evaluating someone's performance based on feedback from everyone with whom the individual comes in contact — supervisors, coworkers, partners, subordinates, the general public. It is a method of collecting input from many sources in an employee's environment.

This can be a powerful tool. Each of wants to know how we're doing in our work. This method of collecting evaluative input is an excellent source of motivation for employees because it provides a truly honest assessment of how the employee and her performance are viewed by a variety of constituents.

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**Question No: 51 ( Marks: 5 )**

How the stress can be recognized?

**Recognizing Stress**

- Short-term physical symptoms
- Long-term physical symptoms
- Internal symptoms
- Behavioral symptoms

**Short-Term Physical Symptoms**

- Faster heart beat
- Increased sweating
- Cool skin
- Cold hands and feet
- Feelings of nausea, or 'Butterflies in stomach'
- Rapid Breathing
- Tense Muscles
- Dry Mouth
- A desire to urinate
- Diarrhea

**Long-term Physical Symptoms**

- Change in appetite
- Frequent colds

- Illnesses such as:
- Asthma
- Back pain
- Digestive problems
- Headaches
- Aches and pains
- Feelings of intense and long-term tiredness

### **Internal Symptoms**

- Worry or anxiety
- Confusion, and an inability to concentrate or make decisions
- Feeling ill
- Feeling out of control or overwhelmed by events
- Mood changes:
  - Depression
  - Frustration
  - Hostility
- Helplessness
- Restlessness
- Being more lethargic
- Difficulty sleeping
- Drinking more alcohol and smoking more
- Changing eating habits
- Relying more on medication

### **Behavioral Symptoms**

- Talking too fast or too loud
- Fiddling and twitching, nail biting, grinding teeth, drumming fingers, pacing, etc.
- Bad moods
- Being irritable
- Defensiveness • Being critical
- Aggression
- Irrationality
- Overreaction and reacting emotionally
- Reduced personal effectiveness
- Being unreasonably negative
- Making less realistic judgments
- Being unable to concentrate and having difficulty making decisions

### **Question No: 52 ( Marks: 5 )**

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Differentiate between job description and job specification.

**Job description**

The job description is a document that provides information regarding the tasks, duties, and responsibilities of the job. Job description takes on an even greater importance under the Americans with Disabilities Act because the description of essential job functions may be critical to a defense regarding reasonable accommodation.

Where as

**Job specification**

Minimum acceptable qualifications that a person should possess to perform the job are included in the job specification. Some of the items often included are requirements for education, experience, personality, and physical abilities.

**Question No: 65 ( Marks: 3 )**

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What can managers do to make their firms learning organizations?

In these days managers can make the firm learning organizations.

- 1- Managers should be faced with new change and conditions of rapid change in technologies. By applying new changes a firm learns more about new things in the market.
- 2- A manager should apply new standards and use new relevant technologies to run his firm better.
- 3- A manager make the habit of investment his own employers too to become them a fruitful and productive part of the organizations.

By these applications a firm can learn and earn more and become a learning organization.

**Question No: 66 ( Marks: 5 )**

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TQM has gained great importance in today's organizations. Explain the essential elements of TQM.

**Ans:**

Total quality management gained a great importance in today's organizations. TQM has commitment with organizations to provide the continuous improvement, customer satisfaction, give importance to customer requirements and doing all things right from initially.

### **Essential Elements of TQM**

**Followings are the essential elements of TQM**

- It provides the management commitment and leadership for organizations
- It provides the analysis of customer quality requirement
- It provides standards
- It provides training
- It provides progress monitoring and measurement
- It provides a supportive culture
- It provides a benchmarking

### **Question No: 67 ( Marks: 10 )**

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Describe charismatic and transformation perspective on leadership. What are the similarities and point of differences between both of these theories?

**Ans:**

#### **Charismatic Leadership**

These leaders have a combination of charm and personal magnetism. These donate a amazing ability to get other people to support to their vision and reveal it strongly.

#### **Transformational Leadership**

It occurs when a leader changes group in ways that lead to trust, creating a vision and modeling it and communicating the vision. It also uses to motivate the group towards organizational goals

#### **Similarities**

- 1- Both have a vision
- 2- Both are working as a changing agent
- 3- In both cases followers follow them to implement the vision.

#### **Differences**

- 1- Transformational leaders may be charismatic but chromatic not.
- 2- Charismatic have self confidence
- 3- Transformational leaders make subordinates aware of their needs for personal growth
- 4- Transformational leader motivate subordinates to perform good for the company.



- 5- Charismatic leaders cause group to analyze problems differently and make nature of responsibility for problem solving

**Question No: 68 ( Marks: 10 )**

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Today organizations are working in a dynamic environment where abrupt changes occur. How HR departments have adopted this change to survive in this environment? Explain with logical reasons.

These days market is going too fast and it is very difficult for HR department to retain the employee in the company for many years. Because of this some time HR made the changes in their policies in favor of company.

For example, these days HR has to give some benefits to employer to retain him in company like

**Training**  
**Job security**  
**Extra benefits**  
**High salary**

These things become more important now a day because of competition in the market.

Initially company not give the transportation and medical to employees but due to change in market conditions now HR has to revive their policies and has to give theses facilities even that now HR announce the family medical insurance policy.

**Question No: 41 ( Marks: 5 )**

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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 ( Marks: 5 )**

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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 ( Marks: 10 )**

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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 ( Marks: 10 )**

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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 ( Marks: 10 )**

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

**Survey feedback**

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.

**Question No: 49 ( Marks: 3 )**

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What is the purpose of conducting the job analysis?

**Answer**

Job Analysis is the SYSTEMATIC process of collecting and making judgments about all the important

information related to a job.

1. Training
2. Personnel Selection
3. Job Evaluation, and
4. Performance Appraisal

**Job analysis outcomes**

1. **Job description**
2. **Job specification**
3. **Job evaluation**

**Question No: 50 ( Marks: 3 )**

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Explain the role of 360 degree feedback in the measurement of performance.

**Answer**

**The 360 Degree Feedback System as a performance measurement tool has experienced a wide spread among companies wishing to improve their performance management systems.**

**Question No: 51 ( Marks: 5 )**

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How the stress can be recognized?

**Answer**

**Recognizing Stress**

1. • Short-term physical symptoms
2. • Long-term physical symptoms

**Short-term physical symptoms**

1. • Faster heart beat
2. • Increased sweating
3. • Cool skin
4. • Cold hands and feet
5. • Feelings of nausea, or 'Butterflies in stomach'
6. • Rapid Breathing
7. • Tense Muscles
8. • Dry Mouth
9. • A desire to urinate
10. • Diarrhea

### **Long-term Physical Symptoms**

1. • Change in appetite
2. • Frequent colds
3. • Illnesses such as:
4. • Asthma
5. • Back pain
6. • Digestive problems
7. • Headaches
8. • Aches and pains
9. • Feelings of intense and long-term tiredness

### **Internal Symptoms**

- Worry or anxiety
- Confusion, and an inability to concentrate or make decisions
- Feeling ill
- Feeling out of control or overwhelmed by events
- Mood changes:
  - Depression
  - Frustration
  - Hostility
- Helplessness
- Restlessness
- Being more lethargic
- Difficulty sleeping
- Drinking more alcohol and smoking more
- Changing eating habits
- Relying more on medication

### **Behavioral Symptoms**

- Talking too fast or too loud
- Fiddling and twitching, nail biting, grinding teeth, drumming fingers, pacing, etc.
- Bad moods
- Being irritable
- Defensiveness
- Being critical
- Aggression
- Irrationality
- Overreaction and reacting emotionally
- Reduced personal effectiveness
- Being unreasonably negative
- Making less realistic judgments
- Being unable to concentrate and having difficulty making decisions
- Being more forgetful
- Making more mistakes
- Being more accident prone

- Changing work habits
- Increased absenteeism
- Neglect of personal appearance

**Question No: 52 ( Marks: 5 )**

---

Differentiate between job description and job specification.

**Answer**

**Job description**

The job description is a document that provides information regarding the tasks, duties, and responsibilities of the job. Job description takes on an even greater importance under the Americans with Disabilities Act because the description of essential job functions may be critical to a defense regarding reasonable accommodation.

1. Job Identification – contains the job title, the FLSA status, date, and possible space to indicate who approved the description, the location of the job, the immediate supervisor's title, salary and/or pay scale.
2. Job Summary – should describe the general nature of the job, and includes only its major functions or activities.
3. Relationships – occasionally a relationships statement is included. It shows the jobholders' relationships with others inside and outside the organization.
4. Responsibilities and Duties – The Department of Labor's *Dictionary of Occupational Titles* can be used for itemizing the job's duties and responsibilities.
5. Standards of Performance – states the standards the employee is expected to achieve under each of the job description's main duties and responsibilities.

**Job specification**

Minimum acceptable qualifications that a person should possess to perform the job are included in the job specification. Some of the items often included are requirements for education, experience, personality, and physical abilities.

**Question No: 53 ( Marks: 5 )**

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When the organizations opt for the process reengineering?

**Answer**

**Process Reengineering**

1. **Process reengineering** is described as "considering how things would be done if you could start all over from scratch." It comes from the process of taking apart an electronics product and designing a better version.
2. **Michael Hammer** coined the term as applied to organizations. Reengineering means management should start with a clean sheet of paper—rethinking and redesigning those processes by which the organization creates value and does work, ridding itself of operations that have become antiquated in the computer age.

**Three key elements:**

- Identifying an organization's distinctive competencies, assessing core processes, and reorganizing horizontally by process
  - a. Distinctive competencies define what it is that the organization is more superior at delivering than its competition.
  - b. Superior store locations, a more efficient distribution system, higher-quality products, more knowledgeable sales personnel, or superior technical support
- Core processes transform materials, capital, information, and labor into products and services that the customer values.
  - a. These range from strategic planning to after-sales customer support; management can determine to what degree each adds value.
  - b. Process value analysis typically uncovers a whole lot of activities that add little value.
- Reengineering requires management to reorganize around horizontal processes.
  - a. This means cross-functional and self-managed teams
  - b. It means focusing on processes rather than functions.
  - c. One of the goals of reengineering is to minimize the necessary amount of management.

**Question No: 49 ( Marks: 3 )**

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How strong organizational cultures have great influence on the behavior of its employees?

Organizational cultures are learnt by stories, rituals, and handbook. But the intensity of the culture and the degree to follow it by employees depends upon the employee stage of satisfaction to the organization.

Normally satisfied employees try to follow and adopt organizational culture on them. But unsatisfied employees try to avoid as on where they can.

A strong organizational culture means every employee should follow and if not, negative reinforcement, or punishment will be applied upon him. Some organizations don't compromise on quality, customer satisfaction.

With this degree of how strong the organizational culture is employees have to follow it, otherwise they are ready for the reaction from the organization.

**Question No: 50 ( Marks: 3 )**

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How ISO has impacted organizational behavior?

Products or services all over the world have some properties attached to them. The satisfaction they provide, against the resources paid, is called quality of the product. ISO tried to put some basic properties of the product, by which we can understand that the product, will provide the benefit at least the level of the quality prescribed.

The organizations which follow the standards provide by the ISO for their product and services are globally accepted. So in the current situation if any organization would like to introduce their product globally they have to follow some rules and regulation prescribed by ISO.

Quality can be achieved by applying some strict rules in the transformation process of the organization. And to follow these rules is the responsibility for everyone in the organization.

Edwerd Deming introduced the TQM (Total Quality Management) concept at organizational level. This quality management are the steps by following an organization produce quality products, and keep survival in the competitive world.

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**Question No: 51 ( Marks: 5 )**

Discuss some of the important steps that management takes to review the performance of employees?

To measure the employee performance, mostly organizations use confidential report (CR) and appraisal form. Normally this CR or appraisal form filled by the immediate supervisor. The performance depends upon, Ability, Attitude, and personality.

Supervisor has to judge the personal traits, Learning ability, Strength, and response of the employee. And how much the employee is loyal to the organization.

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**Question No: 52 ( Marks: 5 )**

Do you think structured interview reduces biases as compared to unstructured interview?



Structured interviews can definitely reduced biases, which is a normal human fault occurs during interviews.

An unstructured interview can not measure the candidate ability to job fit, interpersonal skills, and behavior.

Interviewer can make the following mistake.

Selective perception: Ability he is searching in the candidate can not be find in half an hour or one hour.

Halo effect: Interviewer can like or dislike any one thing of the candidate and the interviewee can be rejected or accepted through it.

Stereotyping: The interviewer can have the earlier knowledge about the group the interviewee belongs to.

Projection: He expected what is he in his mind about the candidate

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**Question No: 53 ( Marks: 5 )**

Differentiate between job description and job specification.

Job description means how the task divided in jobs, this will answer, What to do, how to do. A complete set of series documented form is a job description.

While Job specification means what are the minimum qualification and experience, certification required to do this type of job.