



MGT502 Subjective Material

Who in organizations are responsible for managing change activities? 3

Idea Answer

- 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

Idea Answer

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

Idea Answer

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

Idea Answer

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

Idea Answer

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

Idea Answer

- 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?

Idea Answer

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.?

Idea Answer

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?

Idea Answer

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)

What is the purpose of conducting the job analysis?

Idea Answer

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)

Solution 2nd

Idea Answer

Solution:-

Job Analysis is used to show the *relatedness* of employment procedures used by the employer. The procedures supported by job analysis include:

- Training
- Personnel Selection
- Job Evaluation, and
- Performance Appraisal

Question No: 50 (Marks: 3)

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

Idea Answer

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.

Question No: 51 (Marks: 5)

How the stress can be recognized?

Idea Answer**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)

Differentiate between job description and job specification.

Idea 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.

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.

Explain the difference between outsourcing, off shoring and job migration.

Idea Answer

The difference between outsourcing between off shoring and Job migration is following below.

1- Off Shoring

The main important factor is off shoring is contracting out of work to persons in other countries.

2- Job Migration:

The job migration is a movement of job from one location or country to another.

According to my view the job rotation and temporary assignments in other department to help people see other point of view. Transfer, promotions and firing the individual from critical situations.

Job rotation: “Involve moving employees from one job to another for the goal of providing them with broader experience”.

Explain team building technique. Why organizations use team building technique for organizational development?

Idea Answer

Building Techniques:

Building Techniques are utilizes high interaction group activity to increase the trust openness among teams groups. Below are following steps which is using the team building for organizational development.

- 1- Team building is valid to the case in inter dependence when objective is to improve the coordinative efforts is of groups then the result in increased the teams performance evaluation.
- 2- The activities will be considered in the group or team building typically include the purpose of setting or development relations among the team members roles, analysis.
- 3- It also can be applied the within groups or the inter group of level.
- 4- Team building attempts to use high interaction among members to increase trust.
- 5- Team building might be address itself to clarify to each members role on the team.

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Solution:-

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

For more Visit

http://human-resources-management-suite101.com/article.cfm/the_360_degree_feedback_system

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- 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

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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.

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When the organizations opt for the process reengineering?

Idea 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)

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

Idea Answer

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)

How ISO has impacted organizational behavior?

Idea Answer

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.

Question No: 51 (Marks: 5)

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

Idea Answer

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.

Question No: 52 (Marks: 5)

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

Idea Answer

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.

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Idea Answer**External Change Agents****Advantages**

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☐ May have more
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Disadvantages

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☐ Longer start-up time

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- 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

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- 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)

When the organizations opt for the process reengineering?

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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)

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

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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)

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.

Question No: 51 (Marks: 5)

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

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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.

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.

Question No: 65 (Marks: 3)

reading and using this document may check and confirm the answers at their own.

What can organizations do to help employees develop their careers?

Organizations will need to develop a strategy for attracting and keeping the desired workers.

Organization need to develop employee career development program.

Some of them are following

Mentoring & Coaching:

senior member of organization takes an active role in guiding other employees

or management is called mentoring.

Tuition assistance programs

Provide additional information to employee so they have better choice of the career.

Job rotation:

Change the employee to one kind of job to other kind of job so they get knowledge of wide variety of jobs.

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Question No: 66 (Marks: 5)

Discuss why reward power is the easiest base of power to use.

The opposite of coercive power is reward power.

reading and using this document may check and confirm the answers at their own.

People get motivation when they get positive benefits; therefore, one who can

distribute rewards they view them as valuable.

If we can give someone something of positive value or remove something of negative

value, we have reward power over that person.

These rewards could of different types depending upon the how the person value these rewards

- Coercive power and reward power opposite of each other.

If we can remove something of positive value from someone or give something of negative value upon him then we have coercive power over that person. Being an agent of change we like to proceed

Question No: 67 (Marks: 10)

reading and using this document may check and confirm the answers at their own.

What factors provoke the organizational change; as being the initiator of such

change how will you proceed?

Organizational change is the process to take an organization away from its present state and toward some future state to increase its effectiveness. Due to

changing nature of our environment its necessary to keeping changing organizational strategies to adjust with environment.

Force like economic, Policies , diversity , competitive forces keep changing with the passage of time and an organization is continuously interacting with these forces.

So its become necessity for the organization to change to handle those external changes.

Managers are the primary change agents in most organizations.

There are two type of forces of change

Internal and external

External foces : economics, Technology, social and Political forces

Internal : company crises, effectiveness of decision making,

reading and using this document may check and confirm the answers at their own.

During the change we face the different type of internal resistance.

Will try to over com the resistance by

Education and communication: we can reduc resistance by provide more information about the change and giving positive view of that change

Manipulation and cooptation:

Twisting and distorting facts to make them appear more attractive, and hide undesirable information, and creating false rumors to get employees to accept a change

Support and Training Employee counseling is very powerful tool to get support, New-skills training, or a short paid leave also can facilitate adjustment. Only draw back of it is, time-consuming, expensive, implementation offers no guarantee of success.

Negotiation Negotiation as a tactic may be necessary when resistance is from powerful source.

Coercion we can use threats of transfer, loss of promotions, negative performance Evaluations, and a poor letter of recommendation

Question No: 68 (Marks: 10)

reading and using this document may check and confirm the answers at their own.

Which bases of power are more effective, also explain how these bases can be used productively.?

Power :

Power refers to a capacity that A has to influence the behavior of B, so that B acts in accordance with A's wishes

Referent Power:

Referent power is based on identification with a person who has desirable resources or personal qualities.

If I like, respect and admire you, you can exercise power on me because I want to please you. It helps explain, for instance why celebrities are paid so high to introduce products in commercial Marketing. These celebrities has referent power.

Expert power

Expert power is influence as a result of expertise or special skill or knowledge.

As jobs become more specialized we become increasingly dependent on experts to achieve goals. Like doctors have expert power what prescription or advice they give they exercise their expert power.

reading and using this document may check and confirm the answers at their own.

Most of us follow their advice that our they gives us.

you should also recognize that computer specialists are able to wield power as a

result of their expertise. Expertise has become one of the most powerful sources

of influence as the world has become more technologically oriented.

Legitimate Power: in organization most frequent access to one or more of the

power bases is structural position. This is called legitimate power. It represents

the formal authority to control and use organizational resources.

It include reward and coercive power. Legitimate power, is border than the power to coerce and reward. Specifically, it includes acceptance by members in

an organization of the authority of a position. School principals, CEO of company are some of example of legitimate power.

Charismatic Power:

- Is an extension of referent power. An individual's personality and interpersonal style make others to follow because they can articulate attractive visions.

Holder of this kind of power , take personal risks, demonstrate follower sensitivity.

Coercive Power:

reading and using this document may check and confirm the answers at their own.

Base of coercive power is dependent on fear or threat of application of physical

pain or generate the fear.

In the organizationa, A has coercive power over B if A can dismiss, suspend, or

demote

B

Reward Power:

The opposite of coercive power is reward power. People comply because doing

so produces positive benefits; therefore, one who can distribute rewards that others view as valuable. These rewards can be anything depending upon the person how much that reward is valuable for him.

I think Reward power is more powerful because you can give reward to person depending up on that how much they value that reward. Like in organization if you wanted to get something done and your subordinate know that their work will be given a proper reward then he/she put his best to give output by keep his reward in mind

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.

reading and using this document may check and confirm the answers at their own.

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.

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Question No: 66 (Marks: 5)

“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

reading and using this document may check and confirm the answers at their own.

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

reading and using this document may check and confirm the answers at their own.

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)

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 PM 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:

reading and using this document may check and confirm the answers at their own.

- 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.

reading and using this document may check and confirm the answers at their own.

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.

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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

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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

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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

Question No: 41 (Marks: 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 (Marks: 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

reading and using this document may check and confirm the answers at their own.

Company Crisis

Changing work Climate

Changing employee expectations

Question No: 43 (Marks: 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

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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)

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

reading and using this document may check and confirm the answers at their own.

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)

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

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“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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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.

