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Organizational Behavior - MGT 216

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Answer to the question no-1

I would to do avoid any confusion in this organization and explain there are given below:- To reduce the amount of confusion at work practice the following 10 tips:-

① Communicate directions, processes and expectations clearly :- Too often this doesn't happen. In fact, regardless of industry lack of clarity is widespread and very common. Unintentionally, deliverers of these types of information skip steps, use ambiguous language, or fail to highlight the most essential piece of the message. Reflect on it. You probably experienced this multiple times over the last couple of weeks.

② Avoid giving mixed messages :- Perhaps you're tired of finishing projects for a slacker colleague. Although yesterday you told him directly that you were no longer going to do this, today you find yourself coming to the rescue once again. That's an example of a mixed message meaning one thing verbally but giving a different impression situationally. If you're caught up in it stop.

③ Model behaviors I want to see :- I don't have to hold a supervisory position to demonstrate preferable, positive workplace

behaviors. Choose to be a leader right where you are. Employ recognizable manners in meetings. Listen carefully when people talk. Ask questions to gain insights into your boss's opinions. Manage time wisely. Make no mistake.

④ Check in with others :- Don't assume that your teammates are doing their part to the effectively contribute to a group project. Although you may not be the team leader to occasionally take the initiative to engage in casual, friendly conversations to ensure that everybody's on the same page. Is there anything you need from me to make your work easier.

⑤ Meet deadlines :- when you ignore or minimize the importance of due dates, you likely disrupt overall work flow. If you don't deliver a product or service on time, you disappoint to customers or clients. Any delay without a legitimate reason generally irritates people who in one way or another depend on me.

⑥ Align all activities with the organization's mission :- Employees who don't understand how their slice of the pie fits into the bigger picture cannot perform optimally. Lack of clarity about your role, its connection to everyone else, and its impact upon revenue and profits adds to the confusion that simmers in any milieu.

⑦ Provide regular meaningful feedback :- Supervisors must tell staff where they excel,

meet expectations, and need to improve. If your job is to manage people, accept the responsibility of communicating specific feedback at least on a monthly basis,

⑧ Be honest about your intentions :- Don't kid yourself: Hidden agendas feed confusion. If you want a leadership position to showcase your talents and skills in the hope of landing a promotion, say so. You don't need to announce it to the entire department, but make it known to the person in charge.

⑨ Control your calendar :- Double booking over booking and failing to say no are recipes for massive, frenzied confusion. These practices which fast become habits, lead to mistakes that affect you and others. Most significantly, they prevent you from being truly present in one-on-one conversations, committee meetings, classes and professional events.

⑩ Simplify processes :- Many years ago I lost patience with a convoluted 50 step programmatic process that obstructed the possibility of yielding timely, necessary, on-purpose results. As it does but only when it's simple, streamlined and clear.

When you think about it, confusion seeps into the work environment like an invisible poison. Most is created. It's created when we aren't strategic, discerning, and conscious, to decrease your own confusion and that of others don't move through your days on cruise control.

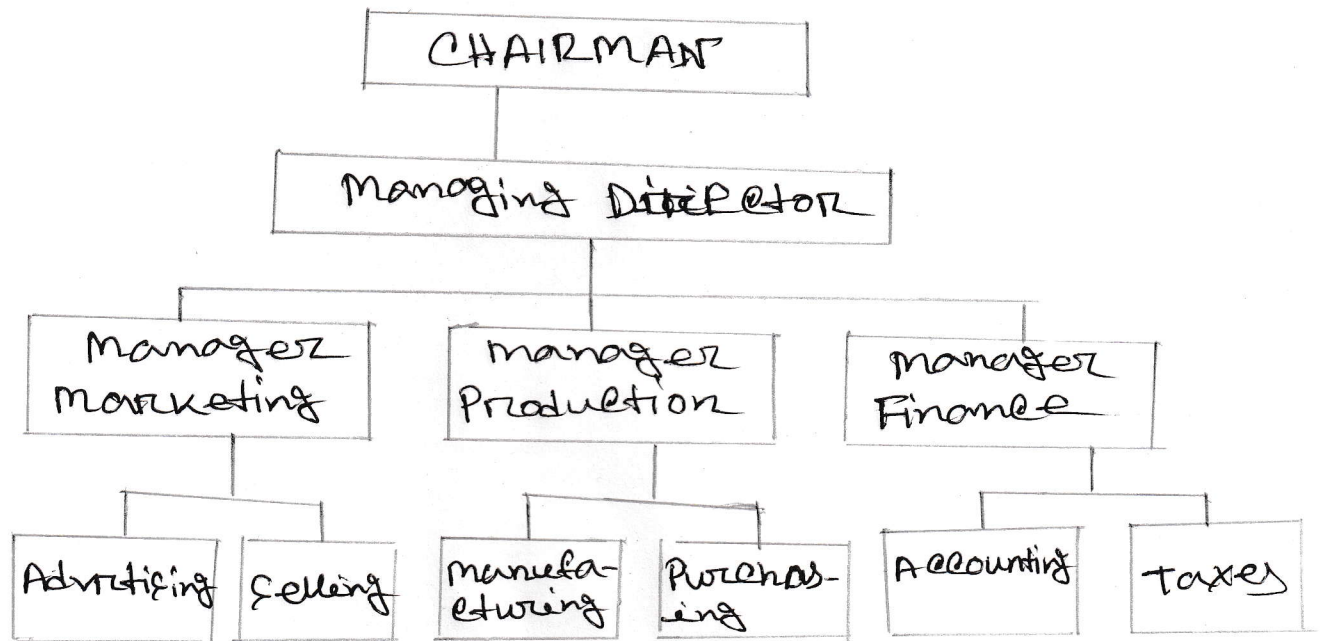
Answer to the question no-2

Departmentation :- organizations are in different sizes and may be producing single product or multiple products, may be operating in small geographic area or different areas in the world. To cope with these varied objectives and strategies and situations, managers adopt different design of organization structure. Departmentation is the process of dividing the organizations overall task into manageable subunits. The subunits are often referred to as departments, divisions, or sections. By whatever name the units are called, the process of creation of such sub units to facilitate the performance of activities is known as departmentation.

EXPLAIN functional Departmentation these are given below :- This is perhaps the most logical and simple form of departmentation. Functional departmentation is the process of creating organizational units on the basis of the firm's major activities. It involves grouping employees according to the broad tasks they perform. Normally

Separate departments are created for all the key activities of the business.

For example, in a manufacturing company, the activities of business essential to the existence of the company relate to production, marketing, human resources and finance. However, in non-manufacturing concerns the primary activities may differ. In a transport company, the key areas may be operations, sales and finance. Thus public utility concerns like electricity, transport, banking, insurance and hospitals have their own distinct key functional areas. In all these cases, under functional departmentation, major or primary departments are created along the key functional areas of the respective business. If the organization is large, or in other words as the organization grows, major departments can be subdivided. These subdivisions or department are called to derivative department. The essential idea is to take advantage of specialization. A typical functional organization with major departments and derivative to department is shown in figure:-



There are given some advantage and disadvantage of functional departmentation:-

advantage :-

- (i) It is the most logical and simple form of departmentation.
- (ii) it makes efficient use of specialized resources and skills.
- (iii) it fosters development of expertise in specialized areas.

disadvantage :-

- (i) Functional departmentation is often found to be inadequate to meet the growing needs of the business, particularly as the organization expands or diversifies its activities.
  - (ii) Further, decision making becomes slow as the functional managers have to get the approval of the headquarters.
- So, That's all of the functional departmentation.

Answer to the question no - 4

Explain the matrix structure of an organization there are given below:- The matrix structure is a hybrid organization form, containing of characteristics of both project and functional structures. In consumer goods industries, it could contain the characteristics of both product and functional of departments. This structure allows operational responsibilities to be divided into two parts. One part contains all the responsibilities associated with the management of an independent business and it's given to an individual who is called, business manager, or product manager. The matrix is built around a cooperative relationship between the project/product manager and the functional/resource manager. Thus, project staff members in a matrix structure have a dual responsibility. First, they are responsible to the head of their line superior and will continue to be so. But the project manager exercises what is called project authority over the project staff. Figure presents these dual responsibilities in a matrix form of organization:-





Matrix Structure

———— Functional Authority

----- Project Authority

when the concepts of functional and project authority are brought together, the result is an organization structure that is both vertical and horizontal. The vertical pattern is brought about by the typical line authority, flowing down from superior to subordinate. The horizontal authority flow runs through both the scalar principle.

The overall responsibility for the project lies with project manager. The people

who work in the project are responsible to the project manager as well as their functional head from whom they are drawn.

Some advantages and disadvantages of matrix organization there are given below:-

① Advantages :-

① Specialized knowledge is available to all project or products on an equal basis. Knowledge and experience can be transferred from one project to another.

② Responsibility for the overall execution, management, and profits is with the project manager who acts like a chief executive.

Disadvantages :-

① If the organization has too many projects the result may be severe layering of the matrices. Uncontrolled growth of matrix structures often results in power struggles between managers.

② The major disadvantage relates to power struggles. Since use of the matrix means use of dual command, managers often end up in conflicts.

So, that's all are involved in matrix structure of an organization.

Answer to the question no-5

Delegation is the assignment of authority to another person to carry out specific activities. Delegation is the process by which authority is granted to a would be subordinate by his superior. But for delegation of authority, organizations would remain for ever small. Delegation is the only solution to cope with the increasing work load of managers as the organization grows. Because of the constraints of time and ability a manager cannot perform all the tasks himself. Therefore, he delegates certain of the tasks to the subordinate and gets them done. Before proceeding further to understand the process of delegation, it is appropriate to examine in brief, the concept of authority and responsibility.

Barriers to effective delegation there are

Given below:- To make delegation effective the spirit and willingness of both the parties are crucial. Though delegation is a powerful tool to motivate the subordinates and to develop managerial skills in them if adequate care is not exercised the result may be considerable anxiety for both superiors and subordinates. Following

are some of the reasons why delegation often fails in organizations to which both superiors and subordinates are responsible.

(i) Lack of confidence in subordinates :- Lack of trust and confidence on subordinates' abilities and skills make the superiors reluctant to delegate. As a result, the superordinates lose initiative and frequently seek the guidance of the bosses to know whether they are doing the things correctly.

(ii) The I can do it better myself fallacy :- Some managers always suffer from a feeling that they only can do the job better. The consequence of two things happen. First, spending time on a task a subordinate could perform and as a result the manager may not be able to perform other important tasks like policy formulation and supervision.

(iii) Lack of ability to direct :- Some managers become so involved in day-to-day operations that they ignore to see the broader picture, unable to understand the long term perspective of the work flow, they do not fully realize the importance of distributing work among subordinates. Some managers deliberately do this because of lack of confidence in their supervisory abilities.

(iv) Aversion to Risk :- Since the superior can not absolve himself of the final performance of the task, he may fear that delegating the job will cause problems. Further those superiors who see a threat in the subordinates always try to avoid delegation.

(v) Absence of selective controls :- when certain duties are delegated to subordinates, the superior has to ensure proper controls in the form of feedback about performance. It gives the superior the opportunity of knowing the problem before much damage takes place. If controls are not adequate and effective manager has good reason to avoid authority delegation.

(vi) Inadequate information and resources :- The subordinate lacks the information and resources needed to do the job successfully. Some manager with a view to let down their subordinates may deliberately make delegation unclear. As a result the subordinate lands himself in confusion as to the exact nature of the duties and the authority that can be exercise. The motive of the superior in such cases may be to make the subordinate fail in the execution.