



<b>Course:</b>	Management and Organizational Behavior	<b>Course Code:</b>	MG-513
<b>Program:</b>	MS (Software Project Management)	<b>Semester:</b>	Spring 2020
<b>Duration:</b>	3 Hours	<b>Total Marks:</b>	40
<b>Paper Date:</b>	26-Jun-2020	<b>Weight</b>	40 %
<b>Section:</b>	N/A	<b>Page(s):</b>	1
<b>Exam:</b>	Final Exam	<b>Roll. No.</b>	

**Instruction/Notes:** All questions carry equal marks. Response for each question should not be longer than 1-2 pages.  
 You may consult the course material or the internet but not other students/people.  
 Write your answers to the questions **IN YOUR OWN WORDS. Do NOT try to use software to automatically reword text from the course material or other sources.**  
 However, you may use **BRIEF** quotations in quotation marks. Give proper citations and references if you use material from sources other than the course content (for example from the internet) even where you write the points in your own words.

1.

- a. Briefly describe 3-4 benefits you have experienced during your telecommuting (Work From Home) experience this year, keeping in view the course material on this topic. (4 marks)
- b. Also mention 3-4 drawbacks. (4 marks)
- c. What 2-3 recommendations would you give for improvement? (3 marks)

**Note:** If you did not have any/sufficient personal experience, you may add points from course material or other sources. You do not need to mention all the points from the textbook, only ones relevant to your experience. You may give a few examples/incidents and can also mention points other than those in the textbook that you may have experienced.

- A. During work-from home like in this covid19 situation, telecommuting has some its own benefits and disadvantages. The benefits that I received as an employee from this situations are as follows:
  - Firstly my fuel expense is reduced, as I used to travel on taxi services like uber or careem and about 300-500 rupees expense per day so the cost of my travelling is reduced to zero which is beneficial for my savings.
  - My organization gives time flexibility in this situation, like I started my work from 12 pm so I can easily do my home-stuff in the morning like cleaning, washing, cooking etc.
  - As in this situation my father is also a victim of covid19 so I take care of him due to the flexibility of time and work from home its more easy for me to manage home and work.
  - Telecommunicating also increases quality of life and balances the work and personal life, in regular routine I almost leave home early at 9:30 am and came back at night almost 9 to 10pm so it's very hard for me to spend some quality time with my family in regular days. In this situation, work-life balance is increased and I am able to minimize the conflict between my work demands and home-life demands.
- B. The disadvantages that I received as an employee from this situations are as follows:
  - Firstly, overtime rate is increased as the give us flexible time of working they thought our employee is 24 hours available which is a wrong concept of organization. Sometimes the weekends are also involved in doing work because the management thinks there is no weekend for developers and they must put their effort to solve the development issues as soon as possible.

- Management is not proper, as this situation is new to all so nobody is already prepared for this issue, so in my point of view telecommunicating is more about management, like organization should do proper management i.e. proper planning of whole scenario and must be patience.
- Sometimes I have to face internet connectivity issue so its takes time for example during meeting electricity is gone or internet issue occurs so its takes time to back to work. The task which is completed in one hour it takes 2 hours if you having this issue. I faced this problem a lot during this situation. Moreover you cannot keep focus due to noise and interruption of children.
- In office face-to-face communicating is very effective like I was stuck in problem then I asked from my colleague who was sitting next to me he just saw and resolve it but in telecommunicating you should do different steps to reach the person for example call the person, sometimes he not answered may be his phone is on silent, if he answered may be you cannot get better understanding and asked for meeting sometimes there may be connectivity issue on other side. So time is increased for the task.

C. The recommendation are as follows:

1. Proper management should be done before starting telecommunicating and also consider real time issues for example internet connectivity.
2. Trainings should be given before starting.
3. Communication must be increased then the regular employment.

2. Referring to the various stressors, conflicts, their effects and coping strategies discussed in the course

- a. Give a personal example of 4 different stressors or conflict, from your experience. Mention the type (stressor or conflict) and its level before giving the example. (4 marks)
- b. Give 3 examples of effects that you may have experienced from stress and/or conflict. (3 marks)
- c. Mention 3 effective coping strategies that you have used or think you can use to reduce these effects. (3 marks)

A. Following are the stressors/conflicts:

1. You can't control everything in your work environment, but that doesn't mean you are powerless, even when you are stuck in a difficult situation. I used to face **Group stressors** in my workplace where my manager was trying not tell the team, he always want himself as prior and never accounts his team. He showed that all the work is done by him not by his team, for this reason one employee was also terminated as he tried to come forward against the manager.
2. My manager always pressurized that you must have to do work on time, there is no performance of my team is shown, I have to do all the work and shout all the time etc. etc. and all the team knows he is doing just because to show himself that only he is working, his team is dumb. Pressure can be a good thing if provides simulation and motivation otherwise it leads to stress. I have faced **individual stress in group conflict** that I was too fed-up that I asked for my annual leaves just because of that person and his behavior.
3. **Interactive conflict** occurs in *role incompatibility* with my manager, as he committed with the customer to deliver the first version of project within a month but as a developer I know it's too difficult for us to deliver in that period.

4. **Frustration** occurs when I was not promoting just because of the dirty politics played by the manager.

B. Following are the effects of stressors/conflicts:

- I have faced **individual stress** in **group conflict** that I was too fed-up that I asked for my annual leaves just because of that person and his behavior.
- I switch my team just because of the team lead.
- While working in previous team, I cannot share the working problems with the lead.

C. Following are the effective coping strategies:

- As a Muslim, we believe in Allah and Quran so whenever I feel depressed I used to do prayer and recite Quran, which I think is a best therapy.
- Moreover if you feel distress then go out with the friends and family.
- Do exercises on daily basis to release your stress.

3. Assuming that you work in a gender diverse environment, briefly describe ten things you would do or not do, in keeping with the Islamic perspective on gender diversity. (10 marks)

As a woman I should do following things:

1. In gender diversity, *pardah* is most important for a woman which is also an important factor in Islam as in Hadith:  
*"Umar said, 'My Lord agreed with me in three things...  
... 2. And as regards the (verse of) the veiling of the women, I said, 'O Allah's Apostle (Peace be upon him)! I wish you ordered your wives to cover themselves from the men because good and bad ones talk to them.' So the verse of the veiling of the women was revealed. ... (Sahih Bukhari, Hadith number 1.395)"*  
So I used to wear *abaiya* or cover myself when go out for the work.
2. I forbade to wear bells in workplace so no one can get attention like in Quran Allah said:  
*"And that they should not strike their feet in order to draw attention to their hidden ornaments. And O ye Believers! Turn ye all together towards God, that ye may attain Bliss. (24:31)"*
3. Keeping safe distance from Male colleagues and also not to travel with them as it is forbidden in Islam.  
*"The Prophet (Peace be upon him) said, 'Whenever a man is alone with a woman the Devil makes a third.'" (Mishkat Al-Masabih, Hadith number 3118, Tirmidhi transmitted it) "*
4. I try to do avoid negativity and keeping secrets for example to avoid managers negative and taunts and don't take them personally, as I know Allah knows every persons intentions.  
*"And those who annoy believing men and women undeservedly, bear (on themselves) a calumny and a glaring sin. (33:58)".* Men and women have the same religious and moral duties and responsibilities. They both face the consequences of their deeds: And their Lord has accepted of them and answered them: "Never will I suffer to be lost the work of any of you be it male or female: you are members of one another ..." (Qur'an 3:195)"
5. In my organization there is a wage gap, they think woman should pay less. According to the Qur'an, men and women have the same spiritual human nature: "O mankind: Reverence

your Guardian Lord Who created you from a single person created of like nature his mate and from them twain scattered (like seeds) countless men and women; reverence Allah through Whom you demand your mutual (rights) and (reverence) the wombs (that bore you): for Allah ever watches over you. (Qur'an 4:1)"

As a woman I should do not do the following things:

6. I am not practicing to do voice parda but I try to start this practice may Allah seek me right path.
7. Sometimes I do slandering which I should avoid.
8. I should try to lower my eyes while talking to male colleague as in Islam: *"Say to the believing men that they should lower their gaze and guard their modesty: that will make for greater purity for them: And God is well acquainted with all that they do. (24:30)"*
9. I should avoid to use perfumes in workplace as in Islam *"The Prophet (Peace be upon him) said: If a woman uses perfume and passes the people so that they may get its odour, she is so-and-so, meaning severe remarks. (Abu Dawud, Hadith Number 4161)"*
10. Difficult to follow all the conditions of Islamic working styles of women but try my best to start practicing in real life.

4.

**a. What have you understood to be the main concepts of the Care and Growth model of leadership? (6 marks)**

The main concept in leadership is all about leader that he is not like a boss he should have some valuable characteristics so that he can grow his members or team effectively. Leader have some following characterizes that are:

- Gives friendly environment
- Manage his team properly
- Must understand his team members
- Positive, Energetic
- Take accountability for their work
- Understand and provide solutions to their team or individually
- A good listener

The model was come out of primary research done in the area of conflict and trust in management in the South Africa in 1980s. The uniqueness of the model that has been developed lies in its capacity to deal with the issue of excellence at every level, from that of personal excellence to organizational excellence. This model should applicable in all types of organization if we having a good leader. Leadership is all about achieving results through people in a humble or effective manner. Leader must be persuasive and knows how to get out things from people in righteous way. His intentions must be clear and benevolent that his primary motive is to get results at the end from people. Employees grant their loyalty, trust, and commitment to leaders who Care sincerely for them and give them an opportunity to Grow. In this model 4 axioms are defined in which they said:

- Employer-employee relation is not about selling or buying products. It's like parent-child relation.

- Power is not used in negative sense but used to manage and control things in context of care and growth for example leader should divide tasks according to the skills of his team members in a hierarchical way.
- Empowerment is about incremental suspension of control.
- Maturity is not about fame and famous that he is on seniority level or rich so he is very smart but in care and growth model maturity is a name of giving or contributing with generosity and courage.

This model also establishes your benevolent intention and improve the quality of life by applying the following contribution:

- Care
- Means
- Ability
- Recognition
- Reward
- Censure
- Discipline

We should implement the above model so we can establish employee satisfaction level at high level and also provide creative and learning work environment.

**b. Also briefly discuss 4 of the similarities and differences (at least one of each) between this model and the other models of leadership studied in the course. (4 marks)**

Similarities are as follows:

- All these models focus on People.
- Employee's satisfaction level and task orientation.
- Leader is not by birth he should develop skills like management handling, courage team, emotional Intelligence, provide hope. In a traditional theory, genetics contribution is 30%, environment contribution is 70% to make a leader.
- Democratic approach is used in all models that involves everyone in decisions.

Dissimilarities are as follows:

- In Iowa Leadership Studies study, three different styles of leadership is observed and try to find out the effects of aggression but they cannot generalize their results and they showed that different styles of leadership can produce different, complex reactions from the same or similar groups which is not discussed in care model. Ohio State Leadership Studies and Care & Growth Model
- In Early Michigan theory, productivity of employees is discussed by doing experiments which is not discuss in care & growth model.
- Care and growth model focuses on the people empowerment and role of leader in context of care and growth which is not discussed by other models.
- Care and growth model can be generalized in all types of organizations while other models have no generalized implementation

