Study Note

MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

MGT213: Management Practices and Organizational Behavior

Management and Organizational Behavior
Topic 1 | Week 1

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CONTENTS

INTRODUCTION TO MANAGEMENT

Simply speaking, management is what managers do. But that simple statement doesn't tell us much, does it?

Management involves coordinating and overseeing the work activities of others so their activities are completed *efficiently* and *effectively*.

Efficiency refers to getting the most output from the least amount of inputs or resources. Managers deal with scarce resources — including people, money, and equipment — and want to use those resources efficiently.

Efficiency is often referred to as *"doing things right,"* that is, *not wasting resources*.

Effectiveness is often described as *"doing the right things,"* that is, doing those work activities that will result in achieving goals.

Whereas efficiency is concerned with the means of getting things done, effectiveness is concerned with the ends, or attainment of organizational goals (see Exhibit 1-3). In successful organizations, high efficiency and high effectiveness typically go hand in hand. Poor management (which leads to poor performance) usually involves being inefficient and ineffective or being effective but inefficient.

Exhibit 1-3. Efficiency and Effectiveness in Management

MANAGEMENT FUNCTIONS

According to the functions approach, managers perform certain activities or functions as they efficiently and effectively coordinate the work of others. What are these functions? **Henri Fayol**, a French businessman in the early part of the twentieth century, suggested that all managers perform five functions: planning, organizing, commanding, coordinating, and controlling. Today, we use four functions to describe a manager's work: **planning**, **organizing**, **leading**, and **controlling**.

Planning	As managers engage in **planning**, they set goals, establish strategies for achieving those goals, and develop plans to integrate and coordinate activities.
Organizing	Managers are also responsible for arranging and structuring work that employees do to accomplish the organization's goals. We call this function **organizing**. When managers organize, they determine what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.
Leading	Every organization has people, and a manager's job is to work with and through people to accomplish goals. This is the **leading** function. When managers motivate subordinates, help resolve work group conflicts, influence individuals or teams as they work, select the most effective communication channel, or deal in any way with employee behavior issues, they're leading.
Controling	The final management function is **controlling**. After goals and plans are set (planning), tasks and structural arrangements are put in place (organizing), and people are hired, trained, and motivated (leading), there has to be an evaluation of whether things are going as planned. To ensure goals are met and work is done as it should be, managers monitor and evaluate performance. Actual performance is compared with the set goals. If those goals aren't achieved, it's the manager's job to get work back on track. This process of monitoring, comparing, and correcting is the controlling function.

WHO IS A MANAGER?

A **manager** is someone whose primary responsibility is to carry out the management process. In particular, a manager is someone who plans and makes decisions, organizes, leads, and controls human, financial, physical, and information resources. Good managers can propel an organization into unprecedented realms of success, whereas poor managers can devastate even the strongest of organizations.

MANAGERIAL SKILLS

Robert L. Katz proposed that managers need three critical skills in managing –
1. Technical Skills
2. Human Skills, and
3. Conceptual Skills

1. Technical Skills

Technical skills are the job-specific knowledge and techniques necessary to proficiently accomplish or understand the specific kind of work being done in an organization.

Technical skills are especially important for first-line managers. These managers spend much of their time training subordinates and answering questions about work-related problems. They must know how to perform the tasks assigned to those they supervise if they are to be effective managers.

> Brian Dunn, director and CEO of Best Buy, began his career in 1985 as a store associate when Best Buy consisted of only twelve stores. He continued to work his way up into various positions including store manager, district manager, regional manager, regional VP, senior VP, executive VP, and president of Retail (North America). Hence, he literally learned the technical aspects of retailing from the ground up.
>
> While Sergey Brin and Larry Page spend most of their time now dealing with strategic and management issues, they also keep abreast of new and emerging technologies that may affect Google.
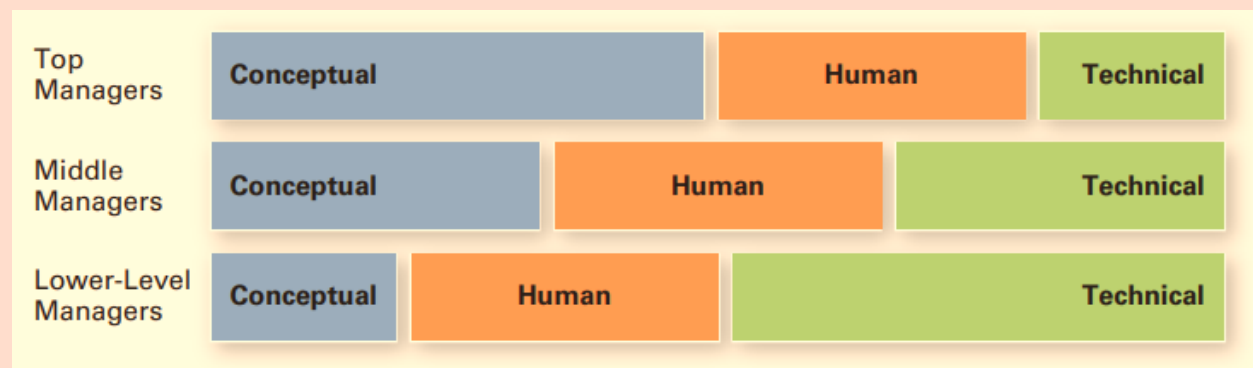

Exhibit 1-6. Skills Needed at Different Managerial Levels

2. Human Skills

Human or interpersonal skills involve the ability to work well with other people both individually and in a group.

Because all managers deal with people, these skills are equally important to all levels of management. Managers with good human skills get the best out of their people. They know how to communicate, motivate, lead, and inspire enthusiasm and trust. As a manager climbs the organizational ladder, he or she must be able to get along with subordinates, peers, and those at higher levels of the organization. Because of the multitude

of roles managers must fulfill, a manager must also be able to work with suppliers, customers, investors, and others outside the organization. Although some managers have succeeded with poor interpersonal skills, a manager who has good interpersonal skills is likely to be more successful.

> Sheryl Sandberg joined Facebook in 2008 as chief operating officer, following careers at the World Bank, the Treasury Department, and Google. Sandberg is renowned for her interpersonal skills and sharp intellect, balancing CEO Mark Zuckerberg's introversion. These skills have helped to cultivate strong relationships with key advertisers and bring continued growth and stability to Facebook.

3. Conceptual Skills

Conceptual skills are the skills managers use to think and to conceptualize about abstract and complex situations.

Conceptual skills are most important for top managers. Using these skills, managers see the organization as a whole, understand the relationships among various subunits, and visualize how the organization fits into its broader environment. Managers then can effectively direct employees' work.

> For example, Ian McAllister, general manager at Amazon, indicates that a successful general manager understands the whole business. With this understanding, managers can get everyone on the same page. In turn, employees will make a substantial number of decisions in support of the company's vision.

SOME OTHER IMPORTANT MANAGERIAL SKILLS

In the dynamic world of management, success is often determined not by a manager's technical expertise alone but by a combination of essential soft and cognitive skills. Among these, decision-making, communication, diagnostic, and time management skills play a critical role in shaping both organizational outcomes and team morale.

Decision-Making Skills

Decision-making is the ability to identify problems, evaluate alternatives, and choose the most appropriate course of action. Effective managers must be capable of making both strategic and day-to-day operational decisions. This skill involves analytical thinking, risk assessment, and a clear understanding of organizational goals.

> **Example:** Consider the case of Fatima, a project manager at a tech startup in Dhaka. Her team was running behind schedule on a major app development project. The client was growing impatient, and the risk of losing a lucrative contract loomed large. Fatima had to decide whether to outsource a portion of the work or put extra pressure on her already stretched team. After weighing the costs, risks, and team morale, she chose to outsource the front-end design to a trusted freelance agency. Her timely and calculated decision-making safeguarded the project and the company's reputation.

Communication Skills

Communication skills refer to the ability to convey ideas and information clearly, listen actively, and adapt messages to suit different audiences. Managers must communicate with subordinates, peers, and superiors regularly. Good communication ensures transparency, reduces misunderstandings, and builds trust within the team.

> **Example:** Effective communication is illustrated in the story of Reza, the operations manager of a local manufacturing firm. When the company decided to shift from manual to automated inventory systems, many employees resisted the change due to fear and uncertainty. Reza took the initiative to hold townhall-style meetings, where

he patiently explained the benefits of automation, addressed concerns, and encouraged feedback. He also organized workshops to train staff. His transparent and empathetic communication style ensured a smooth transition and increased employee buy-in.

Diagnostic Skills

Diagnostic skills involve the ability to analyze situations, interpret data, and determine the underlying causes of problems. Managers with strong diagnostic abilities can identify the real issues behind symptoms and implement effective solutions. This skill is especially important when dealing with complex or recurring organizational challenges.

> **Example:** An example of strong diagnostic skills can be seen in the actions of Nusrat, a human resource manager at a retail chain, who noticed a sudden spike in employee turnover at one of the branches. Instead of jumping to conclusions, she conducted interviews with departing staff, reviewed performance records, and analyzed team dynamics. Her findings revealed that a recently promoted supervisor lacked interpersonal skills, leading to poor team morale. By addressing the issue through targeted training and mentorship for the supervisor, she resolved the problem and stabilized retention rates.

Time Management Skills

Time management is the capability to prioritize tasks, set goals, delegate responsibilities, and use time effectively to meet deadlines. Managers must juggle multiple responsibilities and ensure that projects are completed efficiently without sacrificing quality.

> **Example:** Time management is well demonstrated by Tanvir, a marketing manager juggling multiple product campaigns at once. With deadlines approaching and overlapping tasks piling up, he used digital tools like Trello and Google Calendar to map out all the tasks. He broke each campaign into smaller milestones, assigned deadlines, and delegated responsibilities based on team members' strengths. He also blocked time each morning to review progress and make adjustments. Through effective time management, Tanvir ensured that all campaigns were delivered on time without compromising quality.

MINTZBERG'S MANAGERIAL ROLES

Henry Mintzberg, a well-known management researcher, studied actual managers at work. In his first comprehensive study, Mintzberg concluded that what managers do can best be described by looking at the managerial roles they engage in at work.

Managerial Roles

The term **managerial roles** refers to specific actions or behaviors expected of and exhibited by a manager.

(Think of the different roles you play - student, employee, student organization member, volunteer, sibling, and so forth - and the different things you're expected to do in these roles.)

When describing what managers do from a roles perspective, we're not looking at a specific person per se, but at the expectations and responsibilities associated with the person in that role – the role of a manager.

As shown in Exhibit 1-5, these 10 roles are grouped around **interpersonal relationship**, **the transfer of information**, and **decision making**.

Exhibit 1-5. Mintzberg's Managerial Roles

A. Interpersonal Roles

The **interpersonal roles** involve people (subordinates and persons outside the organization) and other ceremonial and symbolic duties. There are three interpersonal roles inherent in the manager's job.

1. **Figurehead:** First, the manager is often expected to serve as a **figurehead** — taking visitors to dinner, attending ribbon-cutting ceremonies, and the like. These activities are typically more ceremonial and symbolic than substantive.

2. **Leader:** The manager is also expected to serve as a **leader** — hiring, training, and motivating employees. A manager who formally or informally shows subordinates how to do things and how to perform under pressure is leading.

3. **Liaison:** Finally, managers can have a **liaison** role. This role often involves serving as a coordinator or link among people, groups, or organizations. For example, companies in

the computer industry may use liaisons to keep other companies informed about their plans. This enables Microsoft, for example, to create software for interfacing with new Hewlett-Packard printers at the same time those printers are being developed. And, at the same time, managers at Hewlett-Packard can incorporate new Microsoft features into the printers they introduce.

B. Informational Roles

The three **informational roles** flow naturally from the interpersonal roles just discussed. The process of carrying out the interpersonal roles places the manager at a strategic point to gather and disseminate information.

4. **Monitor:** The first informational role is that of **monitor**, one who actively seeks information that may be of value. The manager questions subordinates, is receptive to unsolicited information, and attempts to be as well informed as possible.

5. **Disseminator:** The manager is also a **disseminator** of information, transmitting relevant information back to others in the workplace. When the roles of monitor and disseminator are viewed together, the manager emerges as a vital link in the organization's chain of communication.

6. **Spokesperson:** The third informational role focuses on external communication. The **spokesperson** formally relays information to people outside the unit or outside the organization. For example, a plant manager at Union Carbide may transmit information to top-level managers so that they will be better informed about the plant's activities. The manager may also represent the organization before a chamber of commerce or consumer group.

> *Although the roles of spokesperson and figurehead are similar, there is one basic difference between them. When a manager acts as a figurehead, the manager's presence as a symbol of the organization is what is of interest. In the spokesperson role, however, the manager carries information and communicates it to others in a formal sense.*

C. Decisional Roles

The manager's informational roles typically lead to the **decisional roles**. The information acquired by the manager as a result of performing the informational roles has a major bearing on important decisions that he or she makes. Mintzberg identified four decisional roles.

7. **Entrepreneur:** First, the manager has the role of **entrepreneur**, the voluntary initiator of change. A manager at 3M Company developed the idea for the Post-it note pad but had to "sell" it to other skeptical managers inside the company.

8. **Disturbance Handler:** A second decisional role is initiated not by the manager but by some other individual or group. The manager responds to her role as **disturbance handler** by handling such problems as strikes, copyright infringements, or problems in public relations or corporate image.

9. **Resource Allocator:** The third decisional role is that of **resource allocator**. As resource allocator, the manager decides how resources are distributed and with whom he or she will work most closely. For example, a manager typically allocates the funds in the unit's operating budget among the unit's members and projects.

Table 1. Ten Basic Managerial Roles Suggested by Henry Mintzberg

Category		Role	Sample Activities
INTERERSONAL	1	**Figurehead**	⊕ Attending ribbon-cutting ceremony for new plant ⊕ Attending social events where they promote their company ⊕ Greeting a potential business client and giving them a tour of the company office ⊕ Approving budgets, plans, etc.
	2	**Leader**	⊕ Encouraging employees to improve productivity ⊕ Inspiring teams to meet their goals ⊕ Communicating expectations to team members and ensuring they understand them fully
	3	**Liaison**	⊕ Coordinating activities of two project groups ⊕ Building relationships with key stakeholders ⊕ Collaborating with external partners ⊕ Attending industry events
INFORMATIONAL	4	**Monitor**	⊕ Scanning industry reports to stay updated on latest trends and developments ⊕ Evaluating the daily KPI dashboard ⊕ Conducting market research
	5	**Disseminator**	⊕ Sending memos outlining new organizational initiatives ⊕ Informing the team about a problem with KPI and assign roles ⊕ Sharing updates and insights with the team
	6	**Spokesperson**	⊕ Making a speech to discuss growth plans ⊕ Communicating the KPI issues with higher managers ⊕ Speaking on behalf of the company at a conference
DECISIONAL	7	**Entrepreneur**	⊕ Developing new ideas for innovation ⊕ Initiating and executing digital transformation ⊕ Deciding to use social media to increase sales
	8	**Disturbance Handler**	⊕ Resolving conflict between two subordinates ⊕ Identifying potential threats and vulnerabilities
	9	**Resource Allocator**	⊕ Reviewing and revising budget requests ⊕ Cutting budget from a non-performing asset ⊕ Distributing project workload across people
	10	**Negotiator**	⊕ Reaching agreement with a key supplier of labor union ⊕ Talking with the clients to ask for an extension of a project deadline ⊕ Negotiating pricing, delivery, design, etc. with clients

10. **Negotiator:** A fourth decisional role is that of **negotiator**. In this role the manager enters into negotiations with other groups or organizations as a representative of the company. For example, managers may negotiate a union contract, an agreement with a consultant, or a long-term relationship with a supplier. Negotiations may also be internal to the organization. The manager may, for instance, mediate a dispute between two subordinates or negotiate with another department for additional support.

A number of follow-up studies have tested the validity of Mintzberg's role categories, and the evidence generally supports the idea that managers, regardless of the type of organization or level in the organization, perform similar roles. However, the emphasis that managers give to the various roles seems to change with organizational level. At higher levels of the organization, the roles of disseminator, figurehead, negotiator, liaison, and spokesperson are more important; while the leader role (as Mintzberg defined it) is more important for lower-level managers than it is for either middle or top-level managers.

ORGANIZATIONAL BEHAVIOR
Organizational behavior (often abbreviated **OB**) is a field of study that investigates the impact individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness.

If the definition is broken down, we find that -
  ⊕ **Organizational behavior** is a field of study, meaning that it is a distinct area of expertise with a common body of knowledge.

  ⊕ It studies three determinants of behavior in organizations:
    I. individuals,
    II. groups, and
    III. structure.

  ⊕ In addition, OB applies the knowledge gained about individuals, group and the effect of structure on behavior in order to make organizations work more effectively.

To sum up, **OB is the study of what people do in an organization and how their behavior affects the organization's performance**.

And because OB is concerned specifically with employment-related situations, it emphasizes behavior as related to concerns such as jobs, work, absenteeism, employment turnover, productivity, human performance, and management.

Although debate exists about the relative importance of each, OB includes the core topics:
  ⊕ Motivation
  ⊕ Leader behavior and power
  ⊕ Interpersonal communication
  ⊕ Group structure and processes
  ⊕ Attitude development and perception
  ⊕ Change processes
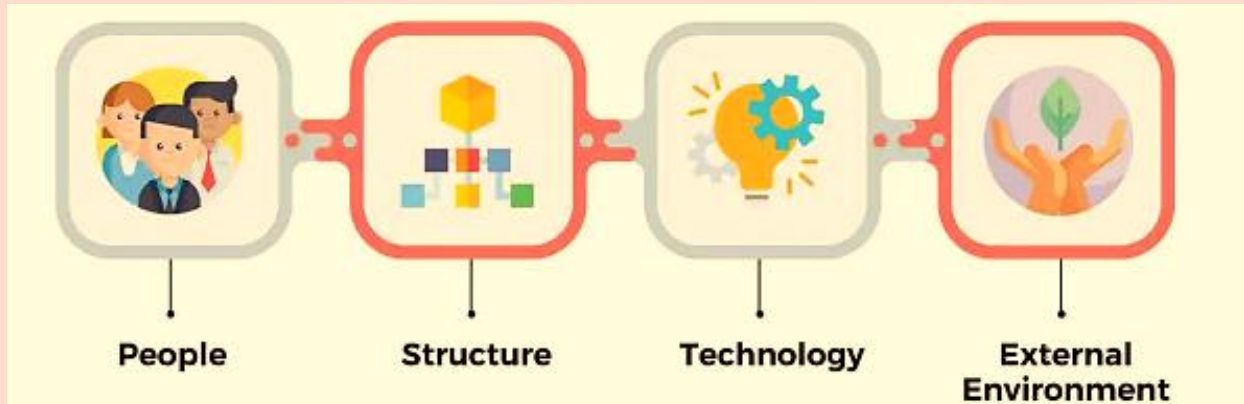 ⊕ Conflict and negotiation
  ⊕ Work design

Example
Internet retailer Zappos.com understands how organizational behavior affects an organization's performance. The firm maintains good employee relationships by offering

generous benefits, extensive training, and a positive work environment in which employees are encouraged "to create fun and a little weirdness".

ELEMENTS OF INFLUENCING BEHAVIOR IN ORGANIZATIONS

The success of any organization is heavily influenced by the following four key elements.

1. **People**
   The first and perhaps most crucial element of organizational behavior is the people involved – the employees, managers, and leaders. The behavior, motivation, and attitudes of individuals have a profound impact on the organization's overall functioning. Let's explore some key aspects:

   a. **Motivation:** Motivation is the driving force behind an individual's behavior and performance. It determines the level of effort an employee puts into their tasks and the persistence in achieving organizational goals.
      Example 1: Imagine a sales team where employees receive attractive commissions and recognition for meeting targets. This incentivizes them to work harder, leading to improved overall performance and higher sales.
      Example 2: In a software development company, employees are given the opportunity to participate in hackathons and innovation challenges. The promise of recognition, career advancement, and the chance to work on cutting-edge projects motivates them to invest extra effort and contribute their best ideas, leading to increased productivity and creative solutions.

   b. **Communication:** Effective communication is vital for a harmonious work environment and successful teamwork. When communication channels are open and transparent, it fosters collaboration and reduces misunderstandings.
      Example 1: Regular team meetings, clear instructions, and feedback mechanisms enable employees to understand their roles better and align their efforts toward common objectives.
      Example 2: Within a customer support team, the implementation of a comprehensive communication platform facilitates real-time collaboration. Regular video conferences, instant messaging, and shared project documentation ensure that team members are well-informed, fostering a cooperative environment where everyone understands their roles, resulting in improved customer service

   c. **Leadership:** Leadership plays a critical role in shaping the behavior and culture of an organization. Transformational leaders who inspire and motivate their teams often lead

to a more engaged and dedicated workforce. In contrast, ineffective or autocratic leaders may lead to employee dissatisfaction and decreased productivity.

Example 1: Consider a scenario where a visionary CEO communicates a compelling vision for the future, creating a sense of purpose and enthusiasm among the employees.

Example 2: In a manufacturing company, a charismatic and supportive plant manager leads by example. By regularly interacting with employees on the production floor, addressing concerns, and recognizing exceptional performance, the manager instills a sense of pride and commitment among the workforce. This leadership style promotes a positive organizational culture and enhances overall productivity.

d. **Diversity and Inclusion:** Diversity within the workforce brings together individuals from various backgrounds, cultures, and experiences. When organizations embrace diversity and create an inclusive environment, it fosters creativity, innovation, and different perspectives.

Example 1: Companies with diverse leadership teams are more likely to develop products and services that cater to a broader customer base.

Example 2: In a multinational tech corporation, the emphasis on diversity and inclusion is evident in recruitment practices. The company actively seeks candidates from various cultural backgrounds and encourages an inclusive workplace culture. This approach results in a workforce that brings diverse perspectives to problem-solving, leading to the development of technology solutions that cater to a global audience.
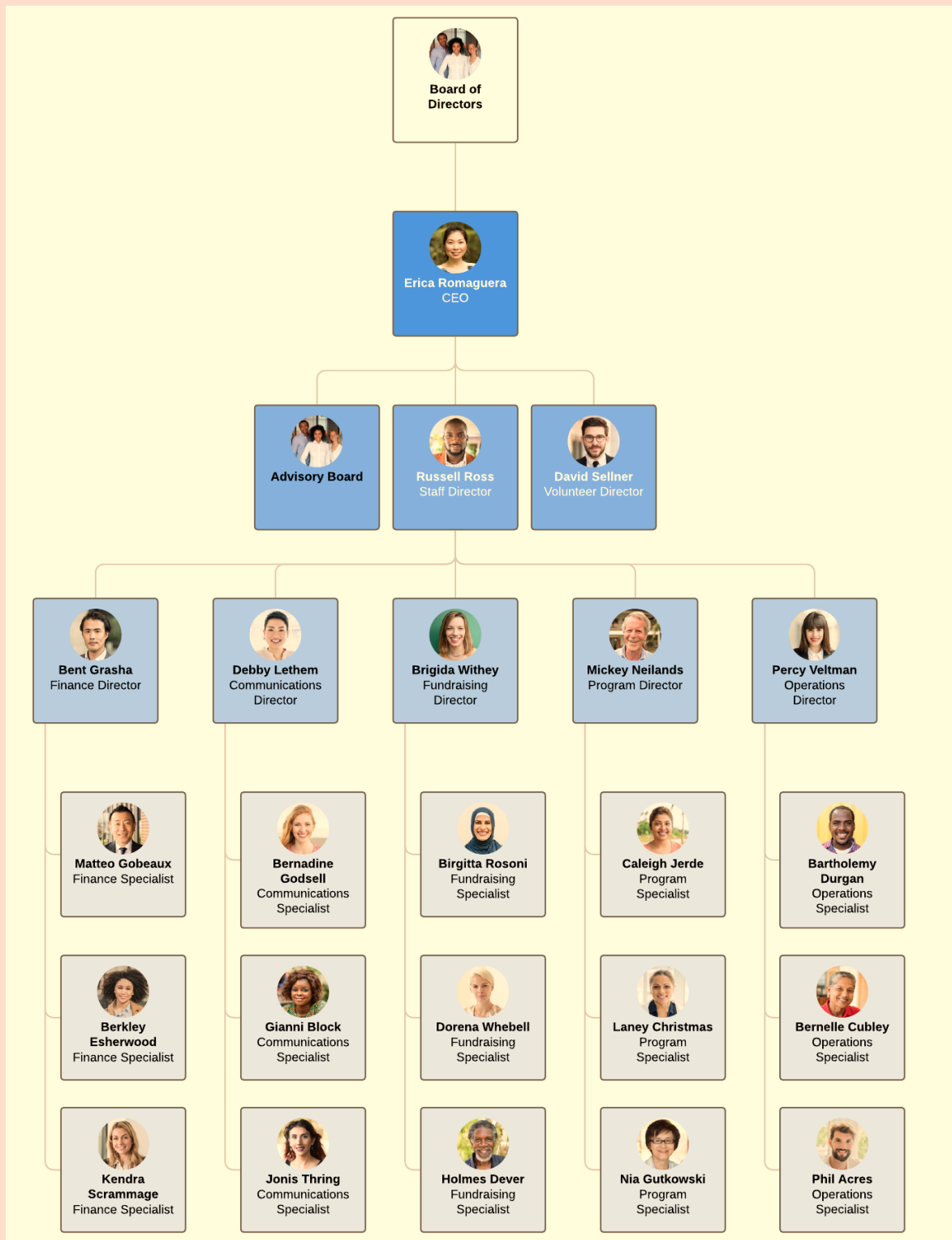
2. Structure

Organizational structure refers to how the various roles, responsibilities, and tasks are divided and coordinated within the organization. The structure affects communication patterns, decision-making processes, and the overall flow of information. Let's examine its key components:
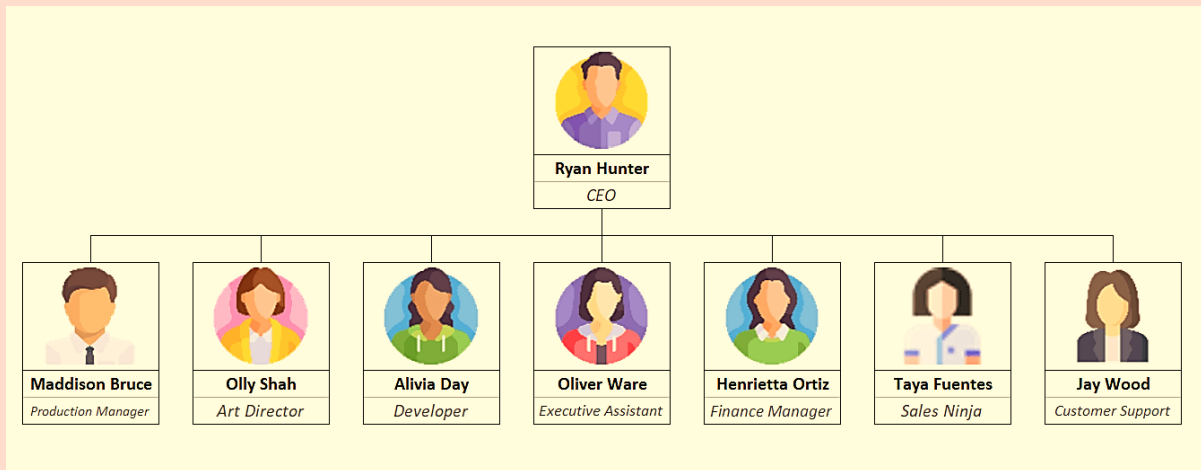
a. **Hierarchical Structure:** A hierarchical structure is characterized by multiple levels of management, from top-level executives to front-line employees. This type of structure allows for clear reporting lines and defined authority levels. However, it can also slow down decision-making and hinder innovation.

Example 1: In a traditional manufacturing company, decisions might need to go through several layers of management, which could lead to delays in responding to market changes.

Example 2: In a financial institution, the hierarchical structure is evident with clear reporting lines from bank tellers to branch managers, regional managers, and finally, the executive team. While this structure ensures a well-defined chain of command, it may create delays in responding to customer needs or implementing new banking services due to the necessity of approvals from multiple management levels.
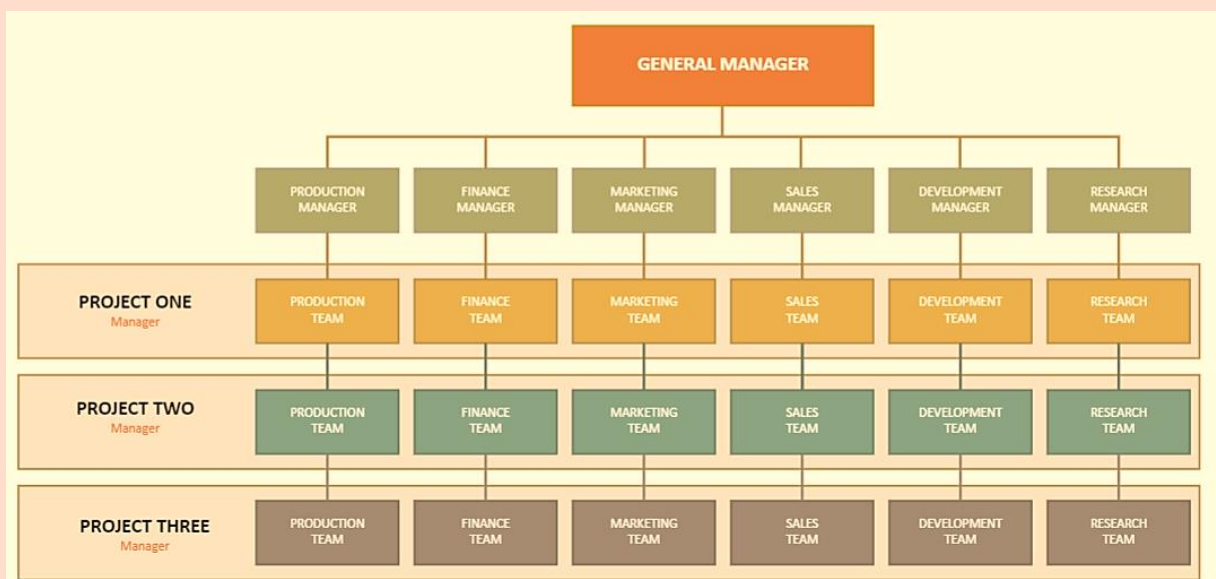
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b. **Flat Structure:** In contrast to the hierarchical structure, a flat organizational structure has fewer management layers and promotes a more decentralized approach to decision-making. This structure often fosters open communication and empowers employees to take ownership of their tasks.

Example 1: A startup company, for instance, may adopt a flat structure to encourage agility and quick decision-making in a dynamic market.

Example 2: A creative agency adopts a flat structure to enhance collaboration and creativity. Project teams consist of designers, writers, and marketing specialists, with direct communication channels to the creative director. This streamlined approach allows team members to quickly share ideas, make decisions on the fly, and adapt to client needs promptly, fostering a dynamic and responsive work environment.

c. **Matrix Structure:** A matrix structure combines elements of both hierarchical and flat structures. It involves employees belonging to multiple teams or reporting to different managers based on projects or specific tasks. This approach can improve cross-functional collaboration but might also create conflicts in priorities or resource allocation.

Example 1: An engineering firm handling various projects may adopt a matrix structure to efficiently utilize specialized skills.

Example 2: In a pharmaceutical company engaged in research and development, a matrix structure is implemented. Scientists and researchers may belong to both functional teams (focused on specific areas like chemistry or biology) and project teams working on drug development. This structure facilitates the utilization of

specialized skills across various projects but may present challenges in balancing competing project priorities.

d. **Organizational Culture:** While not strictly a part of the formal structure, organizational culture heavily influences behavior within an organization. Culture encompasses shared values, beliefs, and norms that guide employees' actions and decisions. A culture that promotes teamwork, innovation, and employee well-being can lead to higher job satisfaction and productivity. On the other hand, a toxic culture might result in increased turnover and reduced overall performance.

   Example 1: In a tech startup, the organizational culture emphasizes innovation and collaboration. The office environment is designed to encourage spontaneous interactions, and employees are given flexibility to explore creative solutions. This culture fosters a sense of shared purpose and commitment among employees, leading to a high level of job satisfaction and a reputation for groundbreaking products in the industry.

   Example 2: In a Bangladeshi software development company, the organizational culture centers around teamwork and adaptability. The company fosters a collaborative environment where employees from diverse backgrounds work together on projects. Embracing Bangladesh's cultural values of collective harmony, the office layout is designed to promote open communication and teamwork. Regular team-building activities and celebrations of cultural festivals contribute to a positive work atmosphere. This organizational culture not only enhances job satisfaction but also attracts top talent in Bangladesh's competitive IT industry, ultimately contributing to the company's success in delivering innovative solutions.

3. **Technology**

   The advancement of technology has transformed the way organizations operate, communicate, and interact with their customers. Embracing and effectively utilizing technology is essential for staying competitive and enhancing organizational behavior. Let's explore some examples:

   a. **Communication Technology:** The advent of various communication tools, such as email, instant messaging, and video conferencing, has revolutionized how employees interact and collaborate. Virtual meetings, for example, enable teams from different locations to collaborate seamlessly, improving communication and decision-making efficiency.

      Example: In a global tech corporation, the implementation of collaborative communication tools, including video conferencing and instant messaging platforms, allows teams across continents to coordinate seamlessly. Project updates, brainstorming sessions, and problem-solving discussions occur in real-time, enhancing communication efficiency and fostering a sense of connectedness among geographically dispersed employees.

   b. **Automation:** Automation technologies, such as robotic process automation (RPA) and artificial intelligence (AI), can streamline repetitive tasks, reducing the burden on employees and minimizing the risk of errors. By automating routine processes, employees can focus on more strategic and creative aspects of their roles, which can boost job satisfaction and performance.

      Example: In a manufacturing plant, the adoption of robotic process automation (RPA) for routine assembly tasks has significantly increased production efficiency. By automating repetitive processes, employees can focus on quality control, troubleshooting, and process optimization. This not only reduces the

risk of errors but also empowers workers to contribute to more strategic aspects of the production process.

c. **Data Analytics:** Data analytics enables organizations to gather insights from vast amounts of data, facilitating data-driven decision-making.

> **Example 1:** For instance, an e-commerce company can analyze customer behavior data to tailor personalized product recommendations, leading to higher customer satisfaction and increased sales.
>
> **Example 2:** A healthcare organization utilizes data analytics to enhance patient care. By analyzing patient records and treatment outcomes, the organization identifies trends and tailors medical interventions. This data-driven approach improves overall healthcare quality, leading to better patient outcomes and increased satisfaction among both patients and healthcare providers.

d. **Remote Work:** The rise of remote work, accelerated by technological advancements, has significantly impacted organizational behavior. Companies that have successfully adapted to remote work have experienced benefits such as improved work-life balance for employees and access to a broader talent pool. However, managing remote teams effectively requires strong communication and trust-building mechanisms.

> **Example:** A software development company embraces remote work practices by providing employees with the necessary tools and collaboration platforms. This flexibility allows the company to tap into a global talent pool, fostering diversity and bringing together experts from different regions. While remote work enhances work-life balance, effective communication channels are crucial for maintaining team cohesion and productivity.

4. **External Environment**

The external environment encompasses all factors outside the organization's boundaries that can influence its behavior and performance. Organizations must be adaptive and responsive to external changes to remain competitive and sustainable. Some key external factors are:

a. **Economic Conditions:** Fluctuations in the economy can have a direct impact on an organization's operations, demand for products/services, and financial stability. For example, during an economic downturn, companies might implement cost-cutting measures and restructure to remain profitable.

> **Example:** In Bangladesh, a textile manufacturing company may face challenges during a global economic downturn affecting international demand for textiles. To navigate economic uncertainties, the company may adjust production levels, optimize costs, and explore new markets with emerging demand to maintain financial stability.

b. **Industry Competition:** Competitive forces can shape an organization's behavior, such as pricing strategies, marketing efforts, and product innovation. Companies in a highly competitive market may focus on differentiation to stand out from their competitors.

> **Example:** In the telecommunications industry in Bangladesh, intense competition among mobile service providers drives companies to differentiate their offerings. One company might focus on innovative data packages, while another emphasizes superior customer service. This competitive environment encourages continuous improvement and innovation to attract and retain customers.

c. **Legal and Regulatory Environment:** Laws and regulations govern how organizations conduct their operations and treat their employees, customers, and other stakeholders. Organizations must comply with legal requirements to avoid potential legal disputes and maintain a positive reputation.

> **Example:** Bangladesh's pharmaceutical sector adheres to strict regulatory standards. A pharmaceutical company must comply with regulations governing drug production, quality control, and marketing. Ensuring compliance not only avoids legal complications but also builds trust among consumers who prioritize safety and quality in pharmaceutical products.

d. **Social and Cultural Factors:** Social and cultural trends influence consumer preferences and employee expectations. Organizations that align their values with prevailing social trends can attract more customers and retain talented employees who identify with the company's mission.

> **Example:** A fast-food chain operating in Bangladesh considers cultural preferences in its menu offerings. Adapting to local tastes and dietary habits, the company may introduce dishes tailored to Bangladeshi cuisine. Additionally, aligning marketing campaigns with cultural events and traditions can enhance the company's connection with the local community, attracting a wider customer base.

Finally, the key elements of organizational behavior – **People, Structure, Technology, and External Environment** – are interrelated and collectively shape an organization's performance and success. Understanding these elements and their impacts is essential for leaders and managers to make informed decisions, create a positive work environment, and adapt to a rapidly changing business landscape. By leveraging these elements effectively, organizations can foster a culture of collaboration, innovation, and adaptability, positioning themselves for sustained growth and competitiveness in today's dynamic world.

REVIEW AND DISCUSSION QUESTIONS

A. Theoretical/Conceptual Questions

1. Explain the three different managerial skills with examples.
2. "All managerial skills are equally important for all managers" – do you agree with this statement? Justify with logics and examples.
3. What are the three main roles performed by a manager?
4. Why are managers important to organizations? What are their key responsibilities in an organization?
5. Mintzberg suggested that specific actions or behaviors expected of and exhibited by a manager comprise of three specific roles. Briefly explain them.
6. Briefly describe the ten managerial roles described by Henry Mintzberg. Give an example of each.
7. Mintzberg suggests that managerial roles should encompass interpersonal, decisional, and informational roles. Clearly this is an idealized vision of the manager. They are encouraged to encompass all of these characteristics but this is an unattainable goal. A manager can never be all these things at once.
    a) To what extent is it unethical to expect a manager to have such a broad base of skills and abilities?
    b) Do managerial models like this reflect the reality of day-to-day management? Explain.
8. Describe how the informational roles of monitor and disseminator work together to make a manager a vital link in the organization's communication chain. Provide an example of a manager performing these roles.
9. Define organizational behavior (OB) and explain the three main determinants of behavior within organizations. How does OB apply this knowledge to improve organizational effectiveness?
10. The success of any organization is heavily influenced by four key elements of organizational behavior. Briefly explain each of them with examples.
11. Organizational structure affects communication patterns, decision-making processes, and the overall flow of information within an organization. Briefly explain the three different kinds of organizational structures.
12. Discuss the role of motivation as a key element influencing behavior in organizations. Provide examples of how motivation can affect employee performance and organizational success.
13. Analyze the importance of effective communication in an organization. How can clear communication channels contribute to a harmonious work environment and improved teamwork?
14. Explain the impact of leadership on organizational behavior and culture. Provide examples of how different leadership styles can shape the behavior and attitudes of employees.
15. Discuss the significance of diversity and inclusion within an organization. How can embracing diversity lead to improved creativity and innovation?
16. Examine how advancements in technology influence organizational behavior. Provide examples of how communication technology, automation, and data analytics can enhance organizational performance.
17. Identify key external factors that influence organizational behavior and performance. Discuss how organizations can adapt to changes in the external environment to remain competitive and sustainable.
18. Compare and contrast hierarchical, flat, and matrix organizational structures. How do these structures affect communication patterns and decision-making processes within an organization?

B. Situational/Contextual Questions

19. At Galaxy Tech, Mr. Rahul Patel is a first-line manager, Ms. Anika Sharma is a middle manager, and Mr. Anil Kumar is a top manager. To effectively perform their managerial activities, they need different skills. Explain the different managerial skills required by these three managers at Galaxy Tech.
20. As a first-line manager at Apex Manufacturing, Ms. Nandini Verma must frequently train her subordinates and address their work-related issues. Which managerial skill is most critical for her role, and why?
21. Consider Mr. Suresh Gupta, the CEO of Future Enterprises. He spends a significant amount of time understanding the organization as a whole and visualizing how it fits into the broader market

environment. Which managerial skill is Mr. Gupta primarily using, and why is it important for his role?

22. Sheryl Sandberg, known for her interpersonal skills, has been successful in her role at Facebook. Discuss why human skills are essential at all managerial levels and provide an example to illustrate their importance.

23. Mr. John Thompson, a manager at Green Fields Inc., frequently attends ribbon-cutting ceremonies and social events to promote the company. Which of Mintzberg's managerial roles is Mr. Thompson performing, and what are its characteristics?

24. Ms. Maria Lopez, a manager at Stellar Solutions, regularly scans industry reports to stay updated on the latest trends and developments. Identify and explain the managerial role she is performing according to Mintzberg's framework.

25. Mr. David Brown, a manager at Innovations Unlimited, often finds himself resolving conflicts between team members and addressing issues that arise unexpectedly. Which decisional role described by Mintzberg is Mr. Brown primarily engaging in, and why is it important?

26. At TechPioneers Inc., Mr. Kevin Wright negotiates contracts with suppliers and mediates disputes between departments. Explain the negotiator role in Mintzberg's managerial roles and its significance in management.

27. Ms. Angela Robinson, a middle manager at Solar Innovations, is responsible for coordinating activities between different project teams and building relationships with external stakeholders. Discuss the liaison role in Mintzberg's managerial roles and provide an example of its application.

C. Case Study

Jumpin' Jack Flash

Jack Armstrong doesn't have the cutest little baby face, but he has other qualifications for getting ahead despite the fact that he's still relatively young. He's smart and creative, and he combines a high-energy approach to getting things done with aggressive marketing instincts.

He's just 36 now, but Jack can already boast a wealth of management experience, largely because he's been quite adept at moving around in order to move up. He started out in sales for a technology company, outsold his colleagues by wide margins for two years, and was promoted to regional sales director. After a year, he began angling for a position as marketing manager, but when the job went to a senior sales director, Jack left for a job as a marketing manager with a company specializing in travel products. Though a little impatient with the tedious process of sifting through market-research data, he devoted his considerable energy and creativity to planning new products. His very first pet project—a super-lightweight compact folding chair—outstripped all sales projections and provided just the impetus he needed to ask for a promotion to vice president of marketing.

When the company took too much time to make a decision, Jack moved on again, having found a suitable vice presidency at a consumer-products firm. Here, his ability to spot promising items in the company's new-product pipeline—notably a combination oral-hygiene and teeth-whitening rinse for dogs—brought him to the attention of upper management. Jack expected to go to the top of the list of candidates for president of some division within the company, but instead the president of overseas operations called Jack into his office and offered him a yearlong special assignment: How would Jack like to head up a team to develop strategies for adapting existing company products as new products for sales in developing countries? It was the perfect opportunity, he suggested, for Jack to broaden his skills by working with managers from every area of the company. Moreover, there'd be a significant bonus if he succeeded, and promotion to a divisional presidency would be next. It was certainly an interesting opportunity, but it would sidetrack Jack's projected ascent to CEO status before the age of 40. He asked for a little time to think over the offer, which, as he well knew, would also be a stretch for him. As luck would have it, however, he didn't have to make the troublesome decision, because it was then that he was offered his current job as divisional president at a rising consumer-electronics firm.

And that's where we find Jack now—with his job on the line. What happened? Jack had been in his new corner office for about six months when his marketing department came to him with an idea for a sleek high-fashion combination cellphone–music and video player. It was just the kind of product that Jack had been looking for, and he ordered his marketing people to draw up some performance specs and get

them to the design department. His VP for marketing suggested that Jack assemble a project team to shepherd the product from marketing through the design, engineering, and production stages, but Jack had heard too many stories about projects getting bogged down in the endless process of team decision making, and if there was one thing that he knew from his own experience, it was that the key to a successful new product was getting it to market as quickly as possible. Besides, he had a reputation for aggressiveness to uphold.

Determined to take the bull by the horns, he put the project on an accelerated eight-month schedule from design to rollout. He himself took charge of marketing and launched an aggressive promotional campaign designed to capture the attention not only of the market but of the company's investors. Everything went according to plan until the middle of month seven, when Jack got some bad news from the production facility in Malaysia. Tests on preliminary versions of the product revealed that the placement of the cellphone antenna inside the mouthpiece was producing a weak cellular signal. The only solutions, it seems, were either to redesign for an external antenna or to provide a kit containing an antenna and adapter. In either case, the product design would be compromised and the rollout delayed by months. Electronics engineers had warned mechanical engineers of the potential glitch at an early stage of the project, but when news of the problem got back to marketing, managers had decided to proceed because the project was such a high priority with Jack.

As it turns out, thousands of orders were delayed, customers got mad, and when the news got out, the company's stock price began to slip.

Questions
1. What management skills did Jack demonstrate as a marketing manager at the travel-products company? What management skills did he demonstrate as a VP at the consumer-products firm?
2. Should Jack have taken the special assignment offered him by the consumer-products firm? What kinds of skills was the president of overseas operations thinking about when he offered the assignment to Jack?
3. What management skills would have helped Jack avoid the catastrophe that befell his project at the consumer-electronics firm?