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Question 1:

Identify sources of leader power and the tactics leaders use to influence Others

Answer:

Power is a force of influence and authority. Most leaders wield power, but how power is manifested and used often differs between leaders. Where does a leader get power from? Or do a leader's followers give it to them? Well it's both. In this post, we'll be looking at the five different sources of power a leader can use, with some advice on when these powers should be used, and perhaps when not.

The five sources of a leader's power come from distinctly different sources. Here's an overview:

Expert Power: When a leader has significant domain knowledge/skills. E.g. an expert accountant influences how junior accountants go about their tasks

Positional Power: Comes when a leader has a legitimately held position of authority. E.g. typically, the CEO of an organization has the highest positional power

Reward Power: Is evident when a leader can give, or take away, a reward. E.g. a leader can influence a follower's behavior by awarding a bonus, or taking away perks

Coercive Power: This is felt when a leader creates the perception of a threat. E.g. a leader has coercive power if her followers believe that she will initiate disciplinary action

Personal Power: Influence gained by persuasion. E.g. a manager may have to rely on nothing more than a friendly please and thankyou for an employee to perform a task

So now we will look at each of these sources of power and consider when they could be used, and when it's not appropriate to use them...

Question 2:

Describe and explain the importance of contingency planning, scenario building, and crisis planning in today's environment

Answer:

(1) Contingency Plans:-

Identify Uncontrollable Factors

Economic turndowns

Declining markets

Increases in costs of supplies

Technological developments

Safety accidents

Minimize Impact of Uncontrollable Factors

Forecast a range of alternative responses to most-likely high-impact contingencies.

(2) Building Scenarios:

Looking at trends and discontinuities and imagining possible alternative futures to build a framework within which unexpected future events can be managed.

(3) Crisis Management Planning:-

Prevention:

Build trusting relationship with key stakeholders

Open communication

Preparation:

Crisis Management Team

Crisis Management Plan

Establish an Effective Communications system

Containment.

Question 3:

‘ORGANIZATIONAL CONTROL’ is the process of monitoring, comparing, and correcting work performance
NAME How (source of information) and What we measure in the process?

Answer:

The Organizational Control Process:

The control process involves carefully collecting information about a system, process, person, or group of people in order to make necessary decisions about each. Managers set up control systems that consist of four key steps:

Establish standards to measure performance. Within an organization's overall strategic plan, managers define goals for organizational departments in specific, operational terms that include standards of performance to compare with organizational activities.

Measure actual performance. Most organizations prepare formal reports of performance measurements that managers review regularly. These measurements should be related to the standards set in the first step of the control process. For example, if sales growth is a target, the organization should have a means of gathering and reporting sales data.

Compare performance with the standards. This step compares actual activities to performance standards. When managers read computer reports or walk through their plants, they identify whether actual performance meets, exceeds, or falls short of standards. Typically, performance reports simplify such comparison by placing the performance standards for the reporting period alongside the actual performance for the same period and by computing the variance—that is, the difference between each actual amount and the associated standard.

Take corrective actions. When performance deviates from standards, managers must determine what changes, if any, are necessary and how to apply them. In the productivity and quality-centered environment, workers and managers are often empowered to evaluate their own work. After the evaluator determines the cause or causes of deviation, he or she can take the fourth step—corrective action. The most effective course may be prescribed by policies or may be best left up to employees' judgment and initiative.

Controlling:

the process of monitoring, comparing, and correcting work performance; also called terminal management function

Control process:

a three step process of measuring actual performance, comparing actual performance against a standard, and taking managerial action to correct deviations or inadequate standards

Range of variation:

the acceptable parameters of variance between actual performance and the standard

Immediate corrective action:

corrective action that corrects problems at once in order to get performance back on track

Basic corrective action:

corrective action that looks at how and why performance deviated before correcting the source of deviation

Performance:

the end result of an activity

Organizational performance:

the accumulated results of all the organizations work activities

Productivity:

the amount of good or services produced divided by the inputs needed to generate that output

Organizational effectiveness:

a measure of how appropriate organizational goals are and how well those goals are being met

Disciplinary actions:

actions taken by a manager to enforce the organizations work standards and regulations

Delivering effective performance feedback:

managers need to provide their employees with feedback so that the employees know where they stand in terms of their work

Feed forward/preliminary/preventive control:

control that takes place before a work activity is done; attempt to identify and prevent deviations in the standards before they occur; focus on human, material, and financial resources within the organization

Concurrent control:

control that takes place while a work activity is in progress

Management by walking around:

a term used to describe when a manager is out in the work area interacting directly with employees

Feedback control:

control that takes place after a work activity is done

Liquidity:

tests the organizations ability to meet short term obligations; tests liquidity more accurately when inventories turn over slowly or are difficult to sell

Leverage:

the higher the ratio, the more leveraged the organization; measures how many the organization is able to meet its interest expenses

Activity:

the higher the ratio, the more efficiently inventory assets are used; the fewer assets used to achieve a given level of sales, the more efficiently management uses the organizations total assets

Profitability:

identifies the profits that are generated; measures the efficiency of assets to generate profits

Management information system (MIS):

a system used to provide management with needed information on a regular basis; two types-- data and information

Data:

an unorganized collection of raw, unanalyzed facts e.g., an unsorted list of customer names

Information:

data that has been analyzed and organized such that it has value and relevance to managers

Information control:

used as a tool to help managers control other organizational activities: managers need the right information at the right time and in the right amount; used as an organizational area that managers need to control: managers must have comprehensive and secure controls in place to protect the organizations important information

Balanced scorecard:

a performance measurement tool that examine more than just the financial perspective; measurement tool that uses goals set by managers in four areas to measure a company's performance: financial, customer, internal processes, people/innovation/growth assets

Benchmarking:

the search for the best practices among competitors or non-competitors that lead to their superior performance; a control tool for identifying and measuring specific performance gaps and areas for improvement

Benchmark:

the standard of excellence to measure and compare against

Cross cultural Issues:

use of technology to increase direct corporate of local operations, legal constraints on corrective actions in foreign countries, difficulty with the comparability of data collected from operations in different countries

Workplace concerns:

workplace privacy vs. workplace monitoring (email, telephone, computer, ect.), employee theft, employee violence

Employee theft:

any unauthorized taking of company property by employees for their personal use

Service profit chain:

the service sequence from employees to customers to profit

Corporate governance:

the system used to govern a corporation so that the interests of corporate owners are protected

the role of the board of directors

a group, independent from management, looking out for the interests of shareholders who were not involved in the day to day management of the organization.



Question 4:

NAME various organizational sources of resistance to change.

Answer:

Reflecting on this quote, it useful to consider why that is so. For many reason people, in any arena, will resist change That is just the way it is, so it is best to expect it.

While too many to list, there are commonilities between them. Here are five common sources of resistance to change:

Inertia. Existing relationships, satisfaction with the status quo, laziness and busyness hinder change.

Indecision. People believe that their decisions are based on free will, and having more options gives them a sense of freedom. Yet when it comes time to make a decision, people will hesitate because it means reducing their options.

Fear of making mistakes. This one goes with the previous point, as people avoid making decisions to not make mistakes.

Lack of best practices. Most people are followers, so they need a “role model” to follow. If none exists, they won’t have behavior to copy.

People don’t care about your product/service because they don’t like it. While there are ways to be make yourself and your ideas likeable, you can’t force people to like you or your ideas. Just because it makes sense doesn’t mean people will care.

So, in thinking about why your idea might not work, consider the above list of resistors.

Remember, resistance to change is the norm, not the exception.



Question 5:

How do teams contribute to organizations? WRITE down the Usefulness and Common problems in teams.

Answer:

Team

A small group of people with complementary skills, who work together to achieve a shared purpose and hold themselves mutually accountable for performance results

Teamwork

The process of people actively working together to accomplish common goals

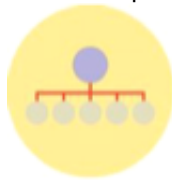
Team and teamwork roles for managers:

Supervisor — serving as the appointed head of a formal work unit

Network facilitator — serving as a peer leader and network hub for a special task force

Participant — serving as a helpful contributing member of a project team

External coach — serving as the external convenor or sponsor of a problem-solving team staffed by others



Supervisor



Network facilitator



Helpful participant



External coach

How managers get involved with teams and teamwork

Usefulness of teams:

- More resources for problem solving
- Improved creativity and innovation
- Improved quality of decision making
- Greater commitments to tasks
- Higher motivation through collective action
- Better control and work discipline
- More individual need satisfaction

Common problems in teams:

- Personality conflicts
- Individual differences in work styles
- Ambiguous agendas
- Ill-defined problems
- Poor readiness to work
 - Lack of motivation
 - Conflicts with other deadlines or priorities
 - Lack of team organization or progress
 - Meetings that lack purpose or structure
- Members coming to meetings unprepared

End Of Paper.