**IQRA NATIONAL UNIVERSITY PESHAWAR**

**DEPARTMENT OF SOFTWARE ENGINEERING**

**FINAL ASSIGNMENT**

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**COURSE: PRINCIPLE OF MANAGEMENT**

**SUBMIT TO: MAM MEHWISH**

***Q.NO:01***

***ANSWER:***

***Power:***

* The concept of power often evokes negative impressions. For example, referring to the use of power can infer that people are being dominated, manipulated or coerced.
* Power is the ability to bring about change in one’s psychological environment.
* Power is the potential or capacity to influence.

***Expert Power*:**

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

**Use expert power when…**

* you have a genuine expertise in a subject
* or you have access to resources within your control who do

**Don’t use expert power when…**

* you’re unsure of your competence in a subject

***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.

***Use positional power when…***

* you need something done quickly when you don’t have time to explain why
* if a political situation has grown that needs stemming
* your accountabilities are in serious jeopardy

***Don’t use positional power when…***

* you’re feeling impatient or frustrated
* you have purely personal reasons to influence an outcome
* your values are at odds with someone else’s
* you’ve recently entered a new post with an unfamiliar team

***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.

**Use reward power when***…*

* you need something done quickly
* your team needs a motivation boost
* you’re asking your followers to go above and beyond their duty
* you want to create friendly competition

**Don’t use reward power when…**

* resources are scarce, so that someone wins, someone loses
* you have doubts about your ability to provide the reward
* they are targeted towards individuals in situations where there are petty jealousies exhibited in your team

***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.

**Use coercive power when***…*

* you need to ensure standards and policies are adhered to
* there is significant risk in a situation
* you have no other option

**Don’t use coercive power when***…*

* you have the ability to apply other power. Rather, use positional power if you must
* you won’t be around to put things right, afterwards
* you’re feeling frustrated and emotional

***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

**Use personal power when***…*

* there is a strong relationship between you and your followers
* your desired outcome does not conflict with your followers values, or the values of your organization
* your desired outcome is flexible

**Don’t use personal power when…**

* there is not a strong relationship between you and your followers.

***Influence:***

* “ a force one person (the agent) exerts on someone else (the target) to induce a change in the target, including changes in behaviors, opinions, attitudes, goals, needs and values”
* “ The ability to affect the behavior of others in a particular direction.”

***influence tactics:***

**Rational Persuasion**

**Inspirational appeal**

**Consultation Ingratiation**

**Exchange Personal**

**Appeal Coalition**

**Legitimating Pressure**

***Consultation :***

* Need your support so will seek your assistance or modify your proposal to get it.
* Reward, coercive or legitimate

***Rational Persuasion:***

* Logical arguments and factual evidence
* Expert Power

***Inspirational appeal***

* Arouse enthusiasm by appealing to values ideals and aspirations
* Referent power

***Ingratiation:***

* Get you in a good mood before asking you for something
* Reward Power

***Exchange :***

* Quid pro Quo
* Reward Power

***Personal Appeal:***

* Appeals to your feelings of loyalty and friendship
* Referent or Reward Power

***Coalition :***

* Get someone else to persuade you to comply
* Use someone else’s support as reason for you to comply
* Coercive Power

***Legitimating :***

* Claims to have the authority to get you to do something
* verifying its in the policy manual, rules or practices and traditions
* Legitimate Power

***Pressure:***

* Use demands threats or persistent reminders
* Coercive Power

***Effectiveness of a tactic:***

* Is it consistent with social norms and role expectations
* Does leader have appropriated power base
* Will tactics influence followers’ attitude
* The leader’s skill in using tactic
* How much built in resistance because of the nature of the request

**Q.No.02:**

**Answer:**

**Contingency Planning:-**

Contingency planning is developing responses in advance for various situations that might impact business. Although negative events probably come to mind first, a good contingency plan should also address positive events that might disrupt operations - such as a very large order.

**The Importance of Contingency Planning:**

Every business has the possibility of a situation that adversely impacts operations. If the response to the situation is poor, it might have a dramatic impact on the future of the business, such as loss of customers, loss of data, or even the loss of the business.

A good contingency plan should include any event that might disrupt operations. Here are some specific areas to include in the plan:

* Natural disasters, such as hurricanes, fires, and earthquakes
* Crises, such as threatening employees or customers, on-the-job injuries, and worksite accidents
* Personnel, such as death of a senior manager, or union members going on strike
* Data loss, such as loss due to natural disasters, sabotage, or other criminal action (such as an attack on a website)
* Mismanagement, such as theft, neglect of critical duties, or accidental destruction.
* A real life example comes from the air lines, which had to scramble to develop contingency plans after problems in the electrical system of the new Boeing 787 led to the grounding of the entire fleet of 787s.
* Product issues, such as a huge order that requires reallocation of plant resources, or a product recall.

**Scenario Building:**

An extension of contingency planning is a forecasting techniques known as Scenario Building.

**Importance:**

● The events that cause the most damage to companies are those that no one even conceived of.

● Scenarios are meant to expand the range of future possibilities.

● Traditional planning can’t help managers cope with many shifting and complex variables that might affect their organizations.

**Crisis Planning:**

Crisis management is the process by which an organization deals with a disruptive and unexpected event that threatens to harm the organization or its stakeholders.

**Importance:**

● It can act as a guide to help you quickly contain the crisis and recover from its impact.

● Crisis have become integral features of organizations in today’s world.

● Coca-Cola had to recall about 30 million cans and bottles.

● The largest ever product recall in its 113 year history.

● Crisis Planning reduces the incidence of trouble, much like putting a good lock on a door reduces burglaries.

***Q.NO:03***

***ANSWER:***

***Organizational Control:***

* The process of monitoring, comparing and correcting the work performance is called controlling.
* It shows how to check the employees, their working capabilities, how they are performing better than their counterparts, and giving them the correct direction of the work performance is called controlling. It also covers the machinery part of the organization too. Whether its working well or not what are the problems and how to overcome them. This all is called controlling.
* If it is not performed well, the planning can’t work better in an organization.

***What We Measure:***

***Measuring The Actual Performance Against The Standard:***

* The comparing step determines the variation between the actual performance and the standards.

***Range of variation:***

* The acceptable parameters of variance between actual performance and the standard id called range of variation.

***Taking Material Actions:***

* Managers can choose three possible courses of the action Do nothing because it is self explanatory.

***Correct actual performance:***

* It is of two steps Immediate corrective action To correct the problem at spot to get performance .

***Basic corrective action***

* To look how and why performance deviate before correcting the source of deviation.

***Revise The Standard:***

* The deviation can be due to low or high goals. If there is such a situation the managers can revise the standard. If goal is easily obtainable, they can make higher standards. If it is tough to achieve, they can lower the standard.

***Q.NO:04***

***ANSWER:***

***various organizational sources of resistance to change:***

***The threat of power on an individual leve:***

* It is more likely that [managers](http://www.entrepreneurshipinabox.com/1197/manager/) will resist changes that will decrease their power and transfers it to their subordinates. In such a way, the threat of power is one of the causes of resistance to change.

***Threat of power on an organizational level:***

* With the change process, some groups, departments or sectors of the organization become more powerful. Because of that, some persons will be opposed to such a proposal or processes where they will lose their organizational power.

***Losing control of***[*employees*](http://www.entrepreneurshipinabox.com/1210/keeping-employees-promote-managers/)*:*

* The change process sometimes can reduce the level of control that managers can conduct. In such a way managers can resist the proposed changes if the change process will require a reduction of their control power.

***Increasing the control of the employees****:*

* Organizational changes can increase the managerial control of the [employees](http://www.entrepreneurshipinabox.com/493/11-ways-how-to-keep-the-best-employees/), and this process can produce employees to become resistant to such proposal proposals of change.
* ***Economic factors:***
* Organizational changes sometimes can be seen from the employee’s side simply as something that will decrease or increase their salary or other economic privileges that some workplace brings to them at the moment before the implementation of the change process. It is normal to expect that those people who feel that they will lose the portion of their salary will resist the change.
* [*Image*](http://www.entrepreneurshipinabox.com/501/top-6-audiences-of-your-business-image/)***, prestige, and***[*reputation*](http://www.entrepreneurshipinabox.com/1081/attention-reputation-trust-path-business-success/)*:*
* Each workplace brings adequate image, prestige, and reputation that are important to all employees. Organizational changes can make a drastic shift in these employee’s benefits. If this is the case with the proposed change, then it will produce dissatisfaction. So, image, prestige, and reputation is one of the causes of resistance to change.

***The threat of comfort****:*

* Organizational changes in many cases result in personal discomfort and make employee’s life more difficult. They make a transfer from the comfort of the status quo to the discomfort of the new situation. Employees have the skills to do an old job without some special attention to accomplishing the task. Each new task requires forgetting the old methods of doing the job and learning new things that lead to waste of energy, and causes dissatisfaction.
* ***Job’s security:***
* Organizational change can eliminate some workplaces, can produce technological excess, layoffs and so on. Job’s security simply is one of the causes of resistance to change.

***Limited resources:***

A normal problem in every organization is to have limited resources. When resources are limited, and with the proposed organizational changes those resources are threatened, the resistance to change is more likely to occur.

***Bureaucratic inertia:***

Every organization has its own mechanisms as rules, policies, and procedures. Sometimes, when individuals want to change their behavior, these mechanisms in many cases can resist the proposed changes.

***Q.NO:05***

***ANSWER:***

***Team:***

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

***Teamwork :***

The process of people actively working together to achieve common goals.

***Teams contribute to organizations:***

**• Team and teamwork roles for managers:**

* Supervisor—serving as the appointed head
* Network facilitator
* serving as a peer leader
* Participant
* serving as a helpful contributing member of the team
* External coach
* serving a mentor or sponsor for team members

***Formal Groups:***

• Teams that are officially recognized and supported by the organization for specific purposes

• May appear on the organization chart

• A functional team is a formally designated work team with a manager or team leader

***Informal Groups:***

• Not recognized on organization charts

• Not officially created to serve an organizational purpose

• Emerge as part of the informal structure and from natural or spontaneous relationships among people

***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:***

* Personality conflicts
* Differences in work styles
* Task ambiguity
* Poor readiness to work
* Individual differences in work styles.
* 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.

THE END…..