FINAL TERM EXAMINATION

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NAME	M ZEESHAN
ID#	14882
SECTION#	B
DEPARTEMENT	BS (SE)
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INSTRUCTOR

MAM MEHWISH KHAN

QUESTION#1

ANSWER

→LEADER

A leader has an attitude that makes him different from his followers.

→LEADERSHIP

Leadership is the influencing process of leaders and followers to achieve organizational objectives through change.

- **INFLUENCE**

  Is the process of a leader communicating ideas, gaining acceptance of them and

  Motivating followers to support and implement the ideas through change.
  Motivation and Influencing is crux of leadership.
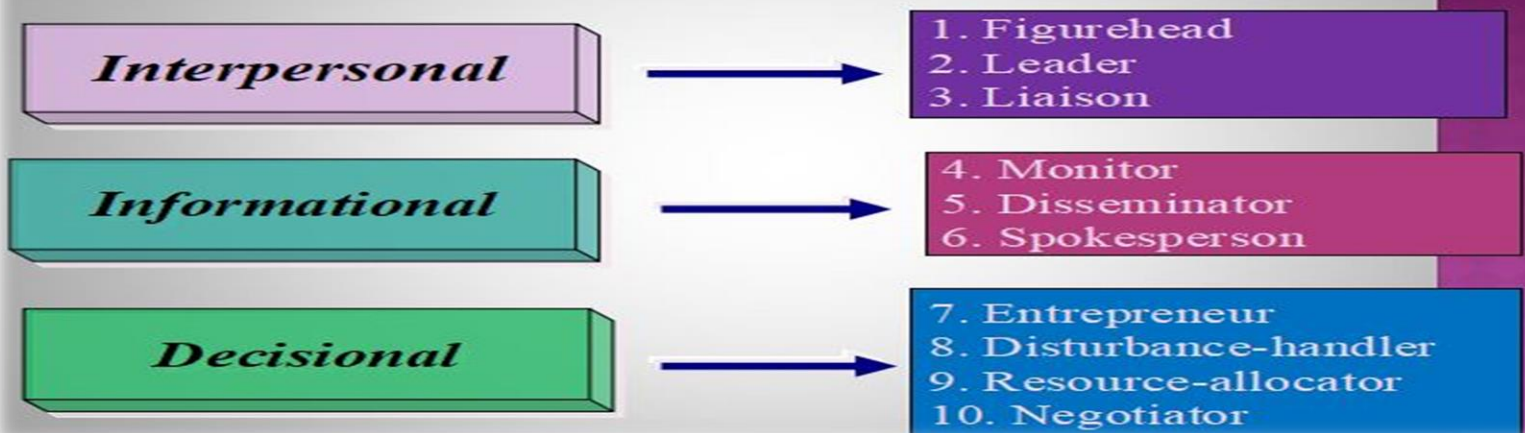
- Organizational Objectives

➔Set difficult but specific goals and then direct well.

➔Interest of the organization.

➔Leadership occurs when followers are influenced to do what is ethical and good for company and for themselves.

- Leadership Managerial Roles
  Henry Mintzberg grouped these roles in to three
  Classes.

  ➔Interpersonal
  ➔Informational
  ➔Decisional

Managerial Roles

Interpersonal	→	1. Figurehead 2. Leader 3. Liaison
Informational	→	4. Monitor 5. Disseminator 6. Spokesperson
Decisional	→	7. Entrepreneur 8. Disturbance-handler 9. Resource-allocator 10. Negotiator

- ## SOURCE OF LEADER POWER

  The concept of power refers to the capacity that a person has to influence the behavior of another person. The influencing person influences another person to make them act in accordance with the influencing persons' wishes. Moreover, in other words, power exists as a potential or fully actualizing influence over a dependent relationship. Many may be unaware of casual trivia that organizational power is also known as power politics.

- Informal Power refers to the power that comes from an individual's unique characteristics. These are the most effective because personal skills, traits and knowledge influence personal power.

- Formal Power refers to the power that establishes because of the individual's position in an organization.

- # Sources of Formal Individual Power

1. **Legitimate Power** – The power to monitor and use the organization's resources in order to accomplish organizational goals. For example Firing, demotion, & subordinate's authority. Another example is that of a CEO who uses a Private Jet to travel.

2. **Reward Power** – The power that allows you to give pay raises, promotion, praise, interesting projects, and other rewards to your subordinates. Moreover, there is a limit to the number of rewards, however, it can be a great tool to motivate subordinates.

3. **Coercive Power** – The power to punish or to withhold a punishment. Punishments have negative side effects and should be used with caution. Furthermore, punishments can be:

   o Suspension to demotion

   o Termination

   o Unpleasant job assignments

   o Withholding of praise and goodwill

- ## Sources of Informal Individual Power

1. **Expert Power** – An informal concept of power that stems from superior ability or expertise. In this, the group members will tend to consult this person (the expert) for advice or help on a project. However, it is this dependency is what gives the individual power over their peers.

2. **Referent Power** – Fame is a critical aspect of referent power. However, this fame could be in the field of film, sports, music stars, etc. Moreover, agreeable, conscientious, and giving people are also awarded referent power. People with referent power possess high expertise. Their ability to obtain resources, and also to secure their surroundings is what provides them referent powers.

3. **Charismatic Power** – Intense form of referent power that comes from someone's personality. It also comes from physical attributes or abilities that induce others to follow and believe in that person.

- ## The Power Tactics

There are 9 organizational power tactics. These tactics are ways in which individuals translate power bases into specific actions. The 9 influence tactics are legitimacy, rational persuasion, inspirational appeals, consultation, exchange, personal appeals, ingratiation, pressure and coalitions.

- **Rational persuasion.** A tactic that is used to try and convince someone with a valid reason, rational logic, or realistic facts.

- **Inspirational appeals.** A tactic that builds enthusiasm by appealing to emotions, ideas and/or values.

- **Consultation.** A tactic that focuses on getting others to participate in the planning process, making decisions, and encourage changes.

- **Ingratiation.** A tactic that emphasizes on getting someone in a good mood prior to making a request. It includes being friendly, helpful, and using praise or flattery.

- **Personal appeals.** A tactic that refers to friendship and loyalty while making a request.

- **Exchange.** A tactic that suggests that making express or implied promises and trading favors.

- **Coalition tactics.** Refers to a tactic that prescribes getting others to support your effort to persuade someone.

- **Pressure.** A tactic that focuses on demanding compliance or using intimidation or threats.

- **Legitimating tactics.** This tactic suggests that basing a request on one's authority or right, organizational rules or policies, or express or implied support from superiors, is a best.

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

ANSWER

➜ Importance of contingency planning

- **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

Building Scenarios

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

Forces managers to rehearse mentally what they
Would do if their best-laid plans were to collapse.

- # crisis planning in today's environment
-

- ## Prevention

  - ➔ Build trusting relationship with key stakeholders
  - ➔ Open communication

- ## Preparation

  - ➔ Crisis Management Team
  - ➔ Crisis Management Plan
  - ➔ Establish an Effective Communications system

- ## Containment

  - ⇨ There is a growing interest in the connection between the importance of leadership and crisis management. According to Harvard Business School professor Daniel Goleman, leaders with emotional intelligence competencies (such as empathy, self-awareness, persuasion, teamwork skills and the ability to manage relationships) are effective leaders. Such skills would be important in crisis management.

  - ⇨ One of the errors in crisis management planning is the tendency to focus on systems, operations, infrastructure and public relations, with people last on the list. Organizations need to pay greater attention to the impact of critical events on employees, their families and the community. Business recovery cannot occur without employees. HR plays a strategic role in promoting trustful and prepared leadership throughout the organization to help reassure employees of their safety.

  - ⇨ The first step of strategic crisis management is the establishment of a crisis management team. Figure 3 lists the recommended players of such a team. HR has an integral role on the crisis management team, such as addressing issues that may affect employees and their families as well as having the required talent and succession plans in place to ensure that the necessary work of the organization can continue.

'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

- ## ORGANIZATIONAL CONTROL

  As the final link in management functions:
  →Planning
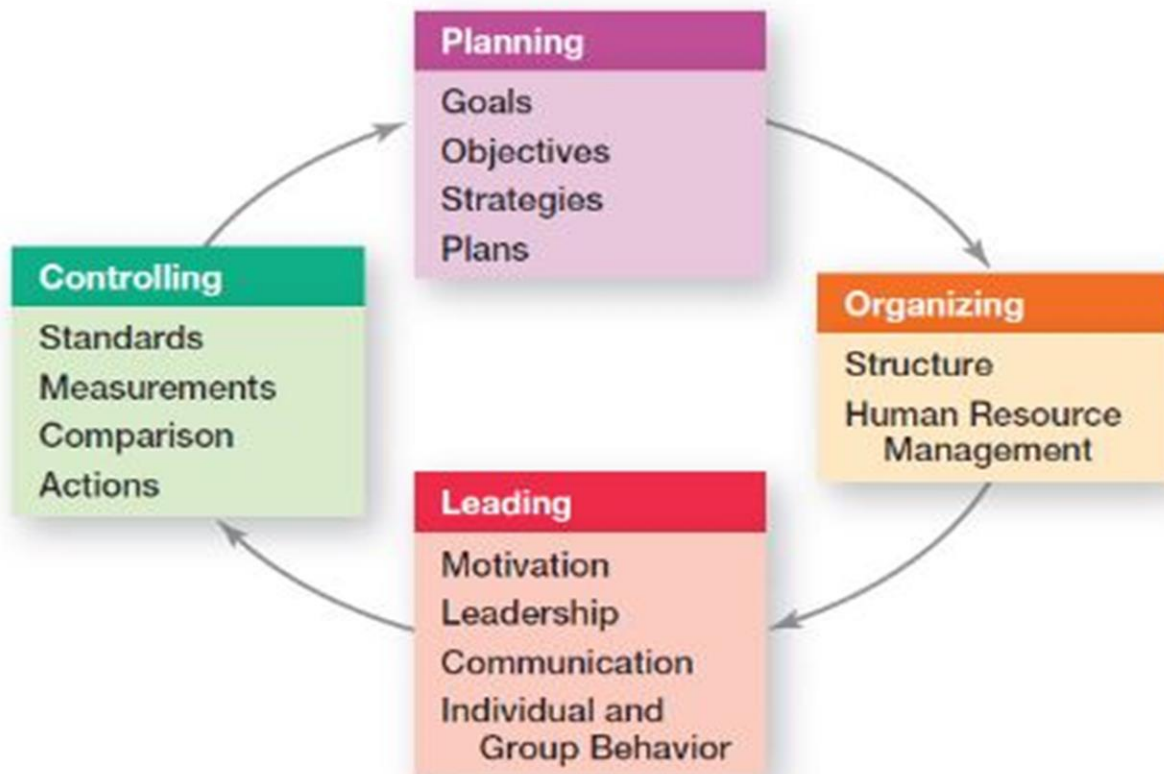 Controls let managers know whether their goals and plans are on target and what future actions to take.
  →Empowering employees
  Control systems provide managers with information and feedback on employee performance.
  →Protecting the workplace
  Controls enhance physical security and help minimize workplace disruptions.

- ## PLANNING CONTROL

Planning
Goals
Objectives
Strategies
Plans

Organizing
Structure
Human Resource Management

Leading
Motivation
Leadership
Communication
Individual and Group Behavior

Controlling
Standards
Measurements
Comparison
Actions

• MEASURING

⇨ **Sources of Information (How)**

➔ **Personal observation**
➔ **Statistical reports**
➔ **Oral reports**
➔ **Written reports**

⇨ **Control Criteria (What)**

➔ **Employees**
➔ **Satisfaction**
➔ **Turnover**
➔ **Absenteeism**

⇨ **Budgets**

➔ **Costs**
➔ **Output**
➔ **Sales**

• Sources of Information for Measuring Performance

Organizations would not be in existence for long if they did not have adequate control processes in place. For example, plans do not always proceed perfectly, financial budgets are not always adhered to, production processes are not always as efficient as desired, and employees sometimes make mistakes. Thus, a critical managerial function is being able to monitor key aspects of the organization, identify when activities go awry, and make the necessary corrections. To do this, we need to understand the basic control processes.

Oral reports consist of one-on-one conversations, telephone calls, and conferences. The advantages and disadvantages of oral reports are similar to those of personal observation.
Written reports can also measure performance. They are more formal, comprehensive, and concise than oral reports. In addition, they are easy to catalog and reference. Comprehensive control efforts by management will require the use of all four of these methods

Statistical reports consist of computer print-outs, graphs, bar charts, and numerical displays. Although they represent relationships clearly and accurately, statistical reports provide limited information about an activity and ignore qualitative elements which may be important factors in performance deviations.

	Benefits	Drawbacks
Personal Observations	• Get firsthand knowledge • Information isn't filtered • Intensive coverage of work activities	• Subject to personal biases • Time-consuming • Obtrusive
Statistical Reports	• Easy to visualize • Effective for showing relationships	• Provide limited information • Ignore subjective factors
Oral Reports	• Fast way to get information • Allow for verbal and nonverbal feedback	• Information is filtered • Information can't be documented
Written Reports	• Comprehensive • Formal • Easy to file and retrieve	• Take more time to prepare

Control is the most desirable because it prevents anticipated problems. Thus, it is proactive. Unfortunately, this type of control requires timely, accurate information that is often difficult to obtain. As a result, managers often rely on concurrent and feedback control mechanisms. Concurrent control occurs while an activity is in progress. The best known form is direct supervision. Even though there is some delay between the activity and the manager's response, it is minimal. Feedback control, the most commonly used type, occurs after the action. The major drawback is that by the time that the manager has the information, the damage has already been done. But, for many activities, feedback is the type of control that is workable. Compared to feed forward and concurrent control, feedback has two advantages. First, it helps managers to gauge the effectiveness of their planning efforts – did things work out as planned? Second, feedback can enhance employee motivation.

Technological advances in computer hardware and software have made the process of controlling much easier. As a result, difficult questions have been raised about what managers have the right to know about employees and how far they can go in controlling employee behavior, both on the job and at home. How can organizations benefit from the information provided by computer monitoring systems and yet minimize the behavioral and legal drawbacks? What does your text suggest on these topics? What do you think?

NAME various organizational sources of resistance to change?

ANSWER

- **Here are five common sources of resistance to change:**

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

2. **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.

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

4. **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.

5. **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.

Change is inevitable for modern organizations and increasing rapidly in the world due to internal and external triggers (Refer to Appendix 1) (Buchanan and Huczynski, 2010). For survival, organizations must be able to anticipate change and keep reconfiguring themselves as it is critical determinant for their success although it has difficulty and challenges. Organizations that wait for an overwhelming mandate to engage in change efforts are very likely to be left behind and may struggle to survive (Lawler and Worley, 2009). For example, Nokia has already been through one successful change; turning itself from an unfocused conglomerate into a focused mobile phone producer in the 1990s. But, lack of accountability, poor leadership and complacency those came from mobile phone success has caused less competitive in the market due to customer transition from mobile phone to smart-phone (Riley, 2012). According to Neuss (1999), Jacques Nasser, Ford Motor's CEO also argued that "any business that is satisfied with the present state of affairs is deluding itself. Sitting still or moving at a snail's pace is effectively moving backward".

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
 People actively working together to accomplish common

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

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

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

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

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

Supervisor   Network facilitator   Helpful participant   External coach
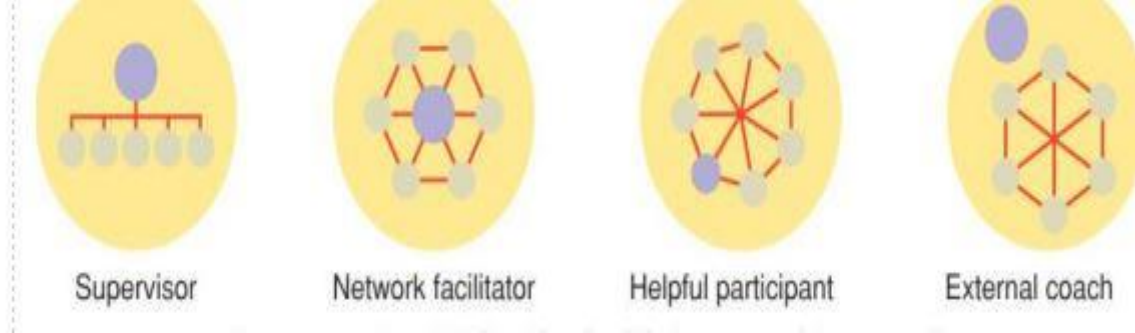
- **Synergy**

  ➔The creation of a whole that is greater than the sum of its parts

  ➔A team uses its membership resources to the fullest and thereby achieves through collective action far more than could be achieved otherwise

- **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

Seven sins of deadly meetings:
- People arrive late, leave early, and don't take things seriously
- The meeting is too long
- People don't stay on topic
- The discussion lacks candor
- The right information isn't available, so decisions are postponed
- No one puts decisions into action
- The same mistakes are made meeting after meeting

- **Formal teams**

  ➔ Officially recognized and supported by the organization

  ➔ Specifically created to perform essential tasks

  ➔ Managers and leaders serve "linking pin" roles

- **Informal groups**

  ➔ Not recognized on organization charts
  ➔ Not officially created for an organizational purpose
  ➔ Emerge as part of the informal structure and from natural or spontaneous relationships among people
  ➔ Include interest, friendship,
                            and support groups
  ➔ Can have positive
  ➔ performance impact
  ➔ Can help satisfy social needs

- **Committees, project teams, and task forces: Committees**

- People outside their daily job assignments work together in a small team for a specific purpose
  Task agenda is narrow, focused, and ongoing
  Projects teams or task forces
- People from various parts of an organization work together on common problems, but on a temporary basis
  Official tasks are very specific and time defined
  Disbands after task is completed

- **Cross-functional teams**

  ➔ Members come from different functional units of an organization
  ➔ Team works on a specific problem or task with the needs of the whole organization in mind
  ➔ Teams are created to knock down "walls" separating departments

- **Employee involvement teams**

  ➔ Groups of workers who meet on a regular basis outside of their formal assignments ➔ Have the goal of applying their expertise and attention to continuous improvement
  ➔ Quality circles represent a common form of employee involvement teams

- **Virtual teams**
  ➔ Teams of people who work together and solve problems through largely computer-mediated rather than face-to-face interactions

- **Self-managing work teams**
  - ➔ Teams of workers whose jobs have been redesigned to create a high degree of task interdependence and who have been
  - ➔ given authority to make many decisions about how to do the required work
  - ➔ Also known as autonomous work groups

- **Team Building**
  - ➔ Activities that analyze teams and make changes to improve performance
  - ➔ May include meetings, games and outdoor activities

- **Effective Teams**
  - ➔ Perform tasks
  - ➔ Satisfy members
  - ➔ Transform resource inputs into product outputs
  - ➔ Pride in performance and accomplishments
  - ➔ Members are willing to work together in the future

  - ➔ Resource input factors that influence group process in the pursuit of team effectiveness:

  - ➔ Resources and setting Nature of the task Team size

  - ➔ Membership characteristics

  - ⇨ **Group process:**
    - ➔ The way the members of any team work together as they transform inputs into outputs
    - ➔ Includes communications, decision making, norms, cohesion, and conflict, among others

  - **Team diversity:**

    - ➔ A variety of values, personalities, experiences, demographics, and cultures among members
    - ➔ Greater variety of available ideas, perspectives, and experiences
    - ➔ As team diversity increases, complexity of interpersonal relationships also increases

THANK YOU MAM