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BSSE- 2nd Semester

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Final Term Assignment

Principles of Management

Q#1: identify sources of leader power and the tactics leader 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. Below is the influence power which is discussed one by one.

Formal Power

Formal power is based on an individual's position in an organization. Formal power can come from the ability to coerce or reward, from formal authority, or the control of information. The formal power is based on rank—for example, the fire chief or the captain.

Legitimate Power

In the formal groups and organizations, probably the most frequent access to one or more of the power bases is one's structural position. This is called legitimate power. Legitimate power is also known as positional power. It's derived from the position a person holds in an organization's hierarchy. Job descriptions, for example, require junior workers to report to managers and give managers the power to assign duties to their juniors. For positional power to be exercised effectively, the person wielding it must be deemed to have earned it legitimately. An example of legitimate power is held by a company's CEO.

Expert Power

Expert power is influence wielded as a result of expertise, special skill, or knowledge. Expert power is derived from possessing knowledge or expertise in a particular area. Such people are highly valued by organizations for their problem-solving skills. People who have expert power perform critical tasks and are therefore deemed indispensable. The opinions, ideas, and decisions of people with expert power are held in high regard by other employees and hence greatly influence their actions. Possession of expert power is normally a stepping stone to other sources of power such as legitimate power. For example, a person who holds expert power can be promoted to senior management, thereby giving him legitimate power.

Referent Power

Referent power is based on identification with a person who has desirable resources or personal traits. If I like, respect, and admire you, you can exercise power over me because I want to please you. It is derived from the interpersonal relationships that a person cultivates with other people in the organization. People possess reference power when others respect and like them. Referent power is also derived from personal connections that a person has with key people in the organization's hierarchy, such as the CEO.

Coercive Power

Coercive power is derived from a person's ability to influence others via threats, punishments or sanctions. A junior staff member may work late to meet a deadline to avoid disciplinary action from his boss. Coercive power is, therefore, a person's ability to punish fire or reprimand another employee. Coercive power helps control the behavior of employees by ensuring that they adhere to the organization's policies and norms.

Reward Power

The opposite of coercive power is reward power. People comply with the wishes or directives of another because doing so produces positive benefits; therefore, one who can distribute rewards that others view as valuable will have power over those others. These rewards can be either financial – such as controlling pay rates, raises, and bonuses; or nonfinancial – including merit recognition, promotions, interesting work assignments, friendly colleagues, and preferred work shifts or sales territories. In an organization, people who wield reward power tend to influence the actions of other employees. Reward power, if used well, greatly motivates employees. But if it's applied through favoritism, reward power can greatly demoralize employees and diminish their output.

Informational Power

Informational power is where a person possesses needed or wanted information. It comes from access to and control over information. This is a short-term power that doesn't necessarily influence or build credibility. For example, a project manager may have all the information for a specific project and that will give him/her "informational power." But it's hard for a person to keep this power for long, and eventually, this information will be released. This should not be a long-term strategy.

Connection Power

It is where a person attains influence by gaining favor or simply acquaintance with a powerful person. This power is all about networking. If I have a connection with someone that you want to get to, that's going to give me power. People employing this power build important coalitions with others. It is a natural ability to forge such connections with individuals and assemble them into coalitions that give him/her strong connection power.

Political Power

This power comes from the support of a group. It arises from a leader's ability to work with people and social systems to gain their allegiance and support. It develops in all the state-owned organizations, especially when a certain political party holds power and their supporters show power in many aspects in the organizations. By using political power, leaders can influence others and get some facilities from the organization.

Charismatic Power

Charismatic power is an extension of referent power stemming from an individual's personality and interpersonal style. Charismatic leaders get others to follow them because they can articulate an attractive vision, take personal risks, demonstrate environmental and follower sensitivity, and are willing to engage in behavior that most others consider unconventional. But many organizations will have people with charismatic qualities who, while not in formal leadership positions, nevertheless can exert influence over others because of the strength of their heroic qualities. The above-mentioned bases/types of power are normally practiced in many organizations. But, indeed, all the powers are not seen in a single organization. The uses of powers vary organization to organization, time to time, person to person, situation to situation, etc.

Q#2: Describe contingency planning, scenario building, and crisis planning, in today's environment.

Answer:

Contingency Planning

Contingency planning defines company responses to be taken in the case of setback, emergencies or unexpected conditions. Contingency planning is most often undertaken when there is a specific threat or hazard and it is not known exactly how that threat will actually impact. In order to develop Contingency plans, manager first of all identify important factors in the environment such as possible declining market, economic downturn, increase in cost of production etc. Then after this, manager forecast a range of alternative responses to the high impact contingencies focusing on the worst case. This helps manager to prepare themselves proactively for unexpected condition.

Scenario Building

Scenario Planning allows executives to explore and prepare for several alternative futures. It examines the outcomes a company might expect under a variety of operating strategies and economic conditions. Contingency Planning assesses what effect sudden market changes or business disruptions might have on a company and devises strategies to deal with them. Scenario and contingency plans avoid the dangers of simplistic, one-dimensional or linear thinking. By raising and testing various "what-if" scenarios, managers can brainstorm together and challenge their assumptions in a nonthreatening, hypothetical environment before they decide on a certain course of action. Scenario and Contingency Planning allows management to pressure-test plans and forecasts, and equips the company to handle the unexpected.

Crisis planning

A crisis is an event or stories events that can create a threat to an organizations existence. We are going to examine a case study to demonstrate how the crisis planning process should effectively work in order to prevent further complications for a company. Let take a look at healthy drugs, the manufacturer of a heart medication that is about to face a massive crisis that could destroy the company.

All these three are important in today's environment because manager should develop these three scenarios. Nowadays all the world are suffer by covid19 so should develop the scenario building to avoid from the nowadays situation.

Q#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 proper performance of management control function is critical to success of an organization. After plane are set in place, management must execute a series of steps to ensure that the plane are carried out the basic control process include the following step.

1. **Setting performance standard:** Manager must translate plane into performance standards. These performance standard can be in the form of goals such as revenue from sales over a period of time, the standard should be attainable measureable and clear.
2. **Measuring actual performance:** If performance is not measured it cannot be a ascertained whether standard have been meet.
3. Comparing actual performance with standard or goal accept or reject the product or outcome.
4. **Analyzing deviation:** manager must determined why standard were not met. This step also determining whether more control is necessary as if the standard should be changed.
5. **Taking corrective action:** after a reason for deviation have been determine, managers can then developed the solution for issue with meeting the standard and make changes to process.

HOW source of information

1. **Camera:** we can use cameras for this like cctv camera.
2. **Computer testing:** we can use also computer testing that how we work and that our product quality.
3. **Basic performance scale:** by using basic performance scale we use scale for this like likert or other scale.

4. **Employee feedback:** By using employee feedback we can use for performance.
 5. **Discussion with research group:** the last source is discussion with research group is they do research and they know what measure we should to improve our product.
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Q#4: Name various organizational sources of resistance to change?

Answer:

Insecurity

For people working in a comfortable environment for quite some time, a change of environment often brings about uncertainty and people no longer know exactly what to expect from the implementation of change. A sense of insecurity prevails in people who are subjected to change from one environment to another. For example, when a person moves from high school to college, or from one job in a city to another job in another city, a sense of insecurity may occur.

Possible social loss

Change has a potential to bring about social loss. The informal work group may be extremely strong. If a change causes an individual to be transferred, the power of the group is likely to be diminished. The individual who is transferred gets affected as he or she loses the association with the other members of the group. This loss is referred to as 'social losses.

Economic losses

New technology may enable a firm to produce the same amount with fewer employees. Even though some of the employees rendered surplus in some department because of automation, may be redeployed and retained, some other workers may suffer an economic loss.

Inconvenience

Even when a change is not associated with a social or economic loss, new procedure and techniques may have to be learnt. Physical and mental energy need to be expended and some may not like the same.

Resentment of control

When employees are told that a change is to take place, they are made to realize that they do not have any other option other than implementing the change. This may create some resentment that employees may not have any control over their destiny. Even though the change may be for better, they are likely to resent the change. For example, if the management makes it compulsory for the employees to wear uniform, then such change may be resented because the employees feel that they do not have any other choice but to wear uniform.

Unanticipated repercussions

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Because the organization is a system, a change in one department or division is likely to have unforeseen repercussions in another. For example, a newly designed job may require a change in supervisory behavior and supervisors may resist this change even if they initially supported the concept of job enrichment by redesigning the jobs.

Threats to influence

When a change is likely to reduce the power base of a group, department or division, even if it is good for the organization as a whole, it is likely to meet resistance of employees concerned with the change.

Q#5: How do teams contribute to organization? Write down the usefulness and common problems in teams?

Answer:

Team

A team is a group of individuals working together to achieve their goal.

Work Efficiency

Teamwork enables you to accomplish tasks faster and more efficiently than tackling projects individually. Cooperating together on various tasks reduces workloads for all employees by enabling them to share responsibilities or ideas. Teamwork also reduces the work pressure on every worker, which allows him to be thorough in the completion of the assigned roles. In sharing ideas or responsibilities, every employee should have a role that suits his specialization. You should also consider employees' levels of interest in the project at hand, which positively influences the efficiency

Improved Employee Relations

Teamwork is important in an organization or speed of their output in accomplishing the task. Because it provides employees with an opportunity to bond with one another, which improves relations among them. Workers who constitute a team working on a project often feel valued upon the successful completion of such tasks. A situation in which all of them find a chance to contribute towards the tasks improves relations within the team and enhances their respect for each other. Improved employee relations also result from the fact that teamwork enhances cohesion among members, thanks to increased trust among them.

Increased Accountability

Teamwork increases the accountability of every member of the team, especially when working under people who command a lot of respect within the business. Team members do not want to let each other down and hence do their best to contribute to the successes of their teams. In contrast to working solo on a project, peer pressure is usually high within teams such that cases of low morale are less likely to impact individuals. As a business owner, you would benefit from increased productivity through efficient team projects, which may be completed well ahead of the deadline.

Learning Opportunities

Cooperating on a project is an opportunity for new workers to learn from more experienced employees. Teams often consist of members who differ from one another in terms of skills or talents. Working together is a great opportunity to acquire skills that an employee never had beforehand. Unlike working alone on a project, teamwork affords people the opportunity to challenge the ideas of each other and come up with a compromise solution that contributes to the successful completion of the task.

Usefulness of teams

1. More resources for problem solving.
2. Improved creativity and innovation.
3. Improved quality and decision making.
4. Greater commitment to task.
5. Higher motivation through collective action.
6. Better work and discipline.
7. More individual need satisfaction.

Common problems in teams

1. The project manager or team leader, as well as their team, are unclear on the purpose of the team's work – the “Why are we here?” and “what am I doing here?”
2. The project manager or team leader, as well as their team, aren't privy to the project's specific goals or what they are responsible for completing.
3. The team's purpose is lacking in either the “**what**” (quality or quantity) of the goal or the “**by when**” timeframe and required resources to complete the work.
4. The direct managers of project team members (who are usually NOT project managers or team leaders and generally a different person for each member of the cross-functional team) don't support the team members' participation on the team.
5. The project manager or team leader lacks the authority to be effective with the team.
6. The team leader or project manager lacks skilled-knowledge.
7. The team members lack the skilled-knowledge and/or technical skills needed to complete their tasks.

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