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Q.1/Identify sources of leader power and the tactics leaders use to influence Others

ANs./ Five widely recognized sources of power are used by managers and leaders to influence their subordinates, and not all of these sources require a big title to be effective. Most of these sources you will probably recognize in use all around you. Power of reward, power of coercion, legitimate power, expert power and referent power are the five sources of leadership power, and each has its pros and cons when used in an organization.

* **Using the Power of Reward**

Using a reward to obtain power is something you may be familiar with from childhood. Perhaps you were offered a trip to the amusement park if you earned good grades in school. Motivation through the offering of reward is common, and when you have the ability to offer such a reward, you have a source of power. Offering your employees the opportunity to leave work early if they accomplish the desired task is using the power of reward.

* **Using the Power of Coercion**

Coercive power is also something that you may be familiar with from childhood. A parent using coercion will send a child to bed early if the child refuses to clean his room, just as an employer will threaten disciplinary action if an employee refuses to perform the desired task. When your employee complies with your orders in an effort to avoid punishment, you have effectively utilized coercion as a source of power.

## Using Your Legitimate Power

Legitimate power is power granted and recognized by your position. As a manager, you have legitimate power over those who directly report to you. Your position is recognized as that of authority, and your direct reports recognize they are obligated to comply with your requests. Even when your direct report feels he has a better way to complete the task, your wishes will be followed out of respect for your position.

## Using Your Expert Power

Being knowledgeable and experienced in your position provides you with a source of power known as expert power. With expert power you do not require the title of manager, nor do you need to be in any position of leadership to effectively influence those around you. The respect you earn from your experience and knowledge becomes your source of power. Others will listen to you and follow your guidance because of your high level of expertise.

## Using Referent Power

When you admire or feel you relate to someone, you may develop a desire to earn his approval. It can then be said that he has a referent source of power over you. It is likely that you have been influenced by, or have influenced others through referent power some time in your life. In a basic sense, referent power is a son attempting to earn the approval of his father or mother. The son will do what is asked of him, expecting approval or acceptance in return.

Q.2/ Describe and explain the importance of contingency planning, scenario building, and crisis planning in today’s environment

Ans./

**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 building basically involves visualizing future possibilities be looking at current trends and discontinuities.. Scenario Building is an extension of contingency planning .Scenario Building help manager with which they can rehearse a framework within which future events can be managed. Managers mentally rehearse different scenarios based on various changes that could affect the organization.

**Crisis Planning**:- Crisis planning helps an organization to cope with unexpected events that are so devastating and sudden that if managers are not prepared with a quick and appropriate response, these unexpected event have the potential to destroy complete organization. Crisis can be prevented by building a open and trusting relationship with key stakeholders such as customers, suppliers, employees, communities etc. Crisis planning helps manager to reduce the incidence of trouble for the organization

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?

ANS./

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

Measure in the process

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

Common control criteria – measures that affect most jobs

Employee satisfaction, absenteeism, turnover

Cost controls

Managers can take different corrective actions depending on the problem

Organizational performance

The accumulated results of all the organization’s work activities

Measures of organizational performance

Organizational productivity

Productivity: the amount of goods 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

Q.4/ NAME various organizational sources of resistance to change

#### Ans.

* Group inertia
* Limited focus of change
* Structural inertia
* Threat to established resource allocations
* Threats to establish power relationship
* Threats to expertise

Q.5/How do teams contribute to organizations? WRITE down the Usefulness and Common problems in teams

ANS./

**Usefulness**

Teamwork is both beneficent for Employees as well as to Organization

## Employee Benefits:

## The opportunity to expand your professional knowledge by collaborating with members of different expertise provides an abundance of learning opportunities. You'll also experience less personal responsibility when a project fails because, as a team, the burden falls on all who were involved. In fact, your chances of failure are often reduced--if not eliminated since projects are monitored by several team members; more eyes to catch mistakes.

## Organizational Benefits:

## Many companies find that teamwork encourages product innovation, boosts morale, increases productivity and creates more accountable employees. Teamwork promotes collaboration, commitment, motivation, dependability and accountability among staff or organizational members. Imposing team responsibilities helps increase individual strengths, improves delegation and reduces or eliminates certain lower levels of management.

**Common problems in teams**

# ****Lack of Trust:****

When you work as an individual, you are used to making decisions and complete tasks individually. But when you work with a team, you have to trust your team mates and let them take a few decisions for the team. Sometimes, team members make mistakes and it could be hard for you to trust them with any other decision.

# ****Unclear Goals:****

Some employees perform better when they function as a team and some perform better as individual contributors. One reason for this could be setting the right goals. You can easily set the right goals for yourself as an individual contributor but when you are a part of the team, you have to consider your teammates before setting goals.

# ****Disengagement:****

Disengagement is one of the most common issues faced by everyone at workplace. Teams tend to get disengaged when there’s a lack of proper direction or vision. Team members fail to understand their role in the bigger picture which leads to lack of motivation.Disengagement in teams is often a result of lack of clarity on team goals and how they contribute to the organization.

# ****Talent Differences:****

Some employees contribute more to a team than the rest of the team. The reason is not always that they feel responsible for the team, the share of their contribution depends on their [individual talent](https://engagedly.com/leadership-in-times-of-crisis/) and efficiency. But sometimes, these talent differences cause conflicts between team members. Some employees of team could be slower and less efficient than the rest. This could decrease the overall productivity of the team which could be frustrating for the high-performers of the team causing conflicts within the team.