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Section. **(B)**

Department. **BS Software Engineering**

Semester **2nd**

Subject **Principles of Management**

Examination. **Final-Term**

Date **June 26, 2020**

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Q 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.

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 thank you for an employee to perform a task

Leaders use to influence others.

Provide opportunities for wins.

Create circumstances that give your people a series of small wins that will magnify their potential. When challenges are mastered and opportunities turn into wins, people admire the leader who has helped them stretch.

Believe in your people

There is no greater empowerment and support you can give someone than to look them in the eye and with sincerity and conviction say, "I believe in you." When you believe in someone, they can achieve the impossible.

Serve others before yourself

The best use of your time and leadership is to lose yourself in the service of others. You are what you do, not what you say you'll do. The growth and development of people represent the highest calling of leadership.

Give trust so you can earn trust

Experienced leaders know that the best way to find out if you can trust somebody is to trust them first. Trust is the glue of leadership, the foundational principle that holds all relationships together. Teamwork builds trust and trust builds growth.

Think bigger for others—even bigger than they think of themselves.

There is no more noble occupation in the world than to help another human being succeed. Leaders make their people better, helping them to go higher than they could have by themselves.

Truly connect with people

Leaders are responsible for connecting with their people and relating to them in a way that increases their own influence. When you can connect with people, you can begin to form relationships—and relationships are the basis of influence.

Invest in the success of others

The more you invest in people and lift them toward their potential, the more likely they are to view you as their leader. Leadership is not about titles, positions or flow charts but one life influencing another. True leaders bring out the personal best in those around them.

Extend honor to receive respect

Influence doesn't come to us instantaneously; it increases gradually. It grows as we purposefully take action by extending honor and receiving respect from others in return.

Lead with character

It's long been said that you want to test someone's character, give them power. Leading with character means doing what's right, however hard it is. Example is not the main thing in influencing others—it is the only thing. People will follow you when you exhibit strong character and integrity.

Lift people up

Always show kindness and attention to others. Your words might be filling the empty places in someone's heart. It does not matter who is assigned to your team; what matters is who they will become because of you.

Lead with authority but allow autonomy

The key to successful leadership is influence, not authority. Leaders must be close enough to relate to others but far enough ahead to motivate them. If you truly want people to respect you as a leader, you must prove to them they can survive and thrive even without you.

Lead from within

Leaders should influence others in such a way that it builds people up, encourages and edifies them so they can duplicate this attitude in others.

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

Answer: Contingency Plans

A contingency plan is a plan devised for an outcome other than in the usual (expected) plan. It is often used for risk management for an exceptional risk that, though unlikely, would have catastrophic consequences. Contingency plans are often devised by governments or businesses

Importance of Contingency

Minimizes Loss of Production

Contingency plan helps minimize the loss of production. A contingency plan may consist of rerouting data, emergency generators for power, and escape routes for employees and supervisory duties for contingency team members.

Prevents Panic, Promotes Action

When a disaster occurs, people panic if they do not have a clear plan of action to follow. A well-documented contingency plan allows employees to move quickly into recovery mode rather than waiting for instruction. When everyone knows where to go, what to do and who to turn to for instruction, order can be maintained. Averting panic allows managers to focus efforts on recovery operations to minimize loss.

Comprehensive in Scope

While business owners and managers may have thoughts about how to handle a crisis, they are not always comprehensive. By instilling a contingency plan, those in charge are forced to evaluate all possible ramifications in the event of a disaster. Devising a contingency plan is a methodical process. Evaluating the effects of steps A and B leads to the realization that steps C and D will also occur. Actually sitting down to create a contingency plan means looking at the big picture rather than a series of disconnected steps.

Building Scenarios

Scenario building can be described as a story which is based on the analysis and understanding of current and historic trends and events. It includes a consistent description of possible future situations. The development of sets of narrative scenarios helps to identify possible pathways towards a vision of the future

Importance

Scenario planning allows you to see the future of your business by taking into account the impact of certain variables on your cash. Failing to plan for certain scenarios may not always lead to disaster, but it can leave the door open to increased risk and missed opportunities.

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 Management Planning

A crisis management plan is an established process a business follows when dealing with a disruptive or unexpected emergency situation. Your crisis management plan should be completed prior to crises so your business is prepared to use it to combat and rectify any unexpected events.

Sudden - Devastating –Require Immediate Response

- Prevention
 - Build trusting relationship with key stakeholders
 - Open communication
 - Preparation
 - Crisis Management Team
 - Crisis Management Plan
 - Establish an Effective Communications system
 - Containment
 - Containment plan may be how you controlled non-conforming product and/or equipment. The preventative action is action taken to prevent a recurrence
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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: ORGANIZATIONAL CONTROL

Organizational control refers to processes by which agents are able to establish and maintain control over an organization. It comprises the strategic planning process as well as methods and devices that make other agents' behaviors consistent with objectives.

Controlling

It is the process of monitoring, comparing, and correcting work performance. Managers should control, even if they think their units are performing as planned, they can't really know how units are performing unless they have evaluated what activities have been done and compared actual performance against the desired standard module which has been established while planning.

The Purpose of Control

To ensure that activities are completed in ways that lead to the accomplishment of organizational goals.

Importance of Controlling

- Planning

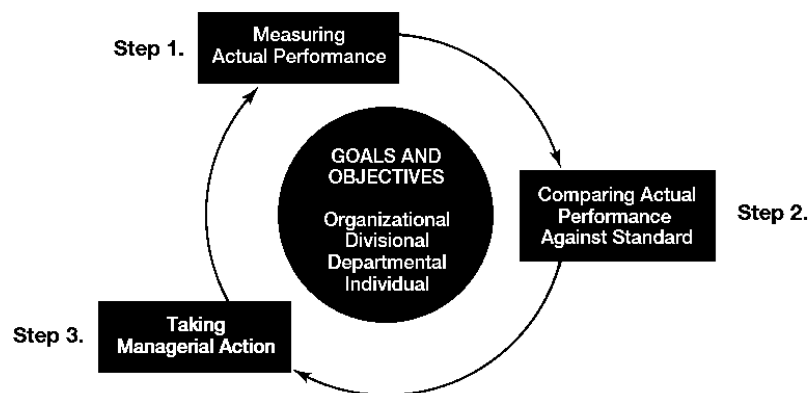
- Controls let managers know whether their goals and plans are on target and what future actions to take.
- Empowering employees
- Control systems provide managers with information and feedback on employee performance.
- Protecting the workplace
- Controls enhance physical security and help minimize workplace disruptions.

The Control Process

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.

The Process of Control

- Measuring actual performance
- Comparing actual performance against a standard
- Taking action to correct deviations or inadequate standards



NAME How (source of information)

Primary information

A primary source of information is one that provides data from an original source document. This may be as simple as an invoice sent to a business or a cheque received. It may be more complex, such as a set of sales figures for a range of goods for a tinned food manufacturer for one week, or it may be a set of sales figures over several weeks and several locations. There are many examples of primary sources in many walks of life, but generally a primary source is defined as being where a piece of information appears for the first time.

Secondary information

A secondary source of information is one that provides information from a source other than the original. Secondary sources are processed primary sources, second-hand versions. Examples of secondary sources could be an accounts book detailing invoices received, a bank statement that shows details of cheques paid in and out. Where statistical information is gathered, such as in surveys or polls, the survey data or polling data is the primary source and the conclusions reached from the survey or the results of the poll are secondary sources.

Internal information

All organisations generate a substantial amount of information relating to their operation. This internal information is vital to the successful management of the organisation. The information may be available from a number of sources within the organisation, for example:

- Marketing and sales information on performance, revenues, markets shares, distribution channels, etc.

- Production and operational information on assets, quality, standards, etc.
- Financial information on profits, costs, margins, cash flows, investments, etc.
- Internal documentation such as order forms, invoices, credit notes, procedural manuals.

External information

An external source of information is concerned with what is happening beyond the boundaries of the organisation. This covers any documentation relating to a subject area produced as a summary or detailed report by an agency external to an organisation. Such information may be obtainable from government agencies or private information providers. Examples might include:

- census figures
- telephone directories
- judgments on court cases
- computer users' yearbook
- legislation, for example
- gallup polls the Data Protection Act
- national opinion polls
- trade journals
- Ordnance Survey maps
- professional publications
- financial services agencies such
- industry standards as Dunn and Bradstreet
- the Internet

Measuring, How and What We Measure

- Sources of Information (How)

- Personal observation
- Statistical reports
- Oral reports
- Written reports

- Control Criteria (What)

- Employees
 - Satisfaction
 - Turnover
 - Absenteeism
 - Budgets
 - Costs
 - Output
 - Sales
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Q 4) NAME various organizational sources of resistance to change.

Answer:) NAME various organizational sources of resistance

These seven types of organizational sources of resistance to change are describe below.

1. 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.

2. 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.

3. 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.

4. 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.

5. 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.

6. Unanticipated repercussions:

Because the organization is a system, a change in one department or division is likely to have unforeseen repercussions in another.

7. 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.

Organizational factors which result in resistance to change.

Resistance Due to the Structural Rigidities or Limitations: Structural resistance is a characteristic feature of bureaucracies, which focus more on stability, control, set methodologies or routine.

Ignoring all the interconnected factors which require change or lack of clarity in understanding the ground realities.

Inertia from the Groups: Groups may resist change because just like individuals, groups equally follow set behavioral patterns, norms or culture and as a result of change the groups might have to change their existing ways of conduct or behavior.

Possible threats to Power, Resources or Expertise can also result in resistance towards an organization level change. Any kind of devolution of power or transfer of resources from some agency or group to some other agency or a group will definitely lead to a feeling of fear or inertia towards a change initiative.

Q 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 its accomplishment

Teamwork

Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way. This concept is seen within the greater framework of a team, which is a group of interdependent individuals who work together towards a common goal.

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

What can go wrong in teams?

Social loafing – “Free riders” who slack off because responsibility is diffused and others are present to do the work.

- Common problems: – Personality conflicts – Differences in work styles – Task ambiguity – Poor readiness to work

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

1. Lack of trust

Trust is crucial to teamwork, and it starts with people knowing each other. Team members absolutely need to be acquainted, both professionally and personally, particularly in projects where tensions will run high at some point. Otherwise members won't understand each other, they won't want to engage because they haven't made that human connection and they won't fully trust each other.

2. Conflict and tension

Conflict or a difference of opinion can be healthy and, if carefully managed, can trigger useful debates. It can make people think differently, expanding knowledge and insight; innovation can happen and results flourish. Different opinions are not a bad thing. It's how we handle the conflict that makes a difference.

3. Not sharing information

Knowledge is not power – unless it's shared. Project team members all bring a unique set of skills, knowledge, experience and wisdom to the table. Effective project teams fearlessly share regularly and generously for the benefit of everyone and for the benefit of the project's success. This makes the capability of the whole team grow and gives the team more power.

4. Low engagement

Team engagement is crucial to business success. If engaged, team members on a given project will be interested in what they do, committed to the project mission and willing to go the extra mile. They are there in body as well as mentally and emotionally. The key to engagement is involvement – by involving others you make it impossible to stay detached.

5. Lack of transparency

Without transparency, trust will suffer – both within the project team and with the end client. Transparency is becoming the presumed norm in project and programme management and expectations are growing. It starts at the top: the more senior you are, the more responsibility you have to be a role model for this. Employees will follow the leader's behaviours, good or bad. When this is done well it can have a positive cascade effect throughout the organisation.

6. No long-term thinking

Project managers have to get beyond day-to-day urgencies, see the big picture and consider how all parts of the project fit together. For a project team, this means being able to think beyond your own area, about how you fit into the wider change programme or project and how you impact the end client's experience. This is about business sustainability and long-term success. Everyone is busy, but just being busy is not enough. Long-term project success requires long-term thinking.

7. Badly perceived, not delivering

A project team has a brand, an image and a reputation created by the actions and behaviours of the team members. A large part of the perception is driven by how well the team delivers on expectations and promises made. As a project team, you need to make sure that everyone understands and takes responsibility for their roles in creating the perception of the team. This includes both what is delivered on the project and how it is delivered.

8. Poor change management

Change is constant and unless carefully managed, it can be detrimental to teamwork and results. Change starts and ends with communication. Whenever you think you've communicated enough, you need to communicate some more – and it needs to be interactive: listen, talk and involve. Be aware of the change curve, or the four predictable stages of change: denial/resistance, emotional, hopeful, commitment. Each stage is needed, but how long someone stays at each stage can be managed and kept to a minimum.

9. Working in silos

Silo working is a reality for many project teams. Team members may sit side by side but not really work together. A great project team can be like

the three musketeers – all for one and one for all. So if you are in a team, you may as well really be in it. Working together in earnest is about making the most of the fact that you are a team. Honour your time and efforts by seeing yourself as a full-time member of the team, not just an individual contributor. Imagine how great it would feel to be part of a team where everyone is thinking of the team and not just themselves – make that project a success by working together.

10. Not going in the same direction

To walk in the same direction, a team needs to know where it is going or what it is contributing to (vision) and why (purpose). Spend time on this with your team. This clarity provides a framework and 'reason to be' that can rally any given project team to work together. Keep in mind that visions need to be compelling and purposes meaningful. People respond to the importance of both.
