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Section B

Paper principal of management

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Question: 1 Identify sources of leader power and the tactics leaders use to influence others.

**Answer:**

**Sources of leader power in an Organization**

Five sources of power in an organization are.

1) Legitimate Power.

2) Expert Power.

3) Coercive Power.

4) Referent power.

* 5) Reward Power.

All leadership relies on the use of power to influence others and get things done. Power is often defined as the potential ability of one person to influence others to carry out orders or to do something they otherwise would not have done. Other definitions stress that power is the ability to achieve goals or outcomes that power holder’s desire.

The achievement of desired outcomes is the basis of the definition used here. Power is the potential ability of one person in an organization to influence other people to bring about desired outcomes. It is the potential to influence others within the organization with the goal of attaining desired outcomes for power holders. Potential power is realized through the processes of politics and influence. Influence refers to the effect a person’s actions have on the attitudes, values, beliefs, or actions of others. Whereas power is the capacity to cause a change in a person, influence may be thought of as the degree of actual change. For example, as a child you may have had the experience of playing a game you didn’t really want to play because one person in the group influenced others to do what he or she wanted. Or you may have changed your college major because of the influence of someone important in your life, or shifted your beliefs about some social issue based on the influence of political or religious leaders.

**Question: 2 Describe and explain the importance of contingency planning, scenario building, and crisis planning in today’s environment.**

**Answer: 2**

**Explanation:**

**Contingency planning** is the process of developing responses in advance for various situations that might impact business. To protect the business as much as possible, it's very **important** to have a **contingency plan** in place in order to mitigate any issues that may arise. The purpose of a **contingency plan** is to allow an organization to return to its daily operations as quickly as possible after an unforeseen event. The **contingency plan** protects resources, minimizes customer inconvenience and identifies key staff, assigning specific responsibilities in the context of the recovery.

In simple words, **contingency plans** are backup **plans** that businesses activate only when a disaster or unforeseen situation disrupts the operations of the company or put its employees at risk. The purpose of these **plans** is to minimize the disruption, safeguard the data and ensure the safety of everyone involved

* + Economic turndowns
  + Declining markets
  + Increases in costs of supplies
  + Technological developments
  + Safety accidents

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**CONTINGENCY PLANNING**. The **key elements** of a **contingency plan** are “protection, detection, and recoverability.”

* **IMPORTANCE OF CONTINGENCY PLANNING**

Presently, having CONTINGENCY PLANNING is imperative for the survival of any business organization, regardless of its size. Not only is the business environment harsher and more competitive, but it is also dynamic with constant innovations and changes. Therefore, only those businesses that can adapt through proper planning will be able to survive the many challenges the business world presents.  
Below, we elaborate some of the benefits of having a contingency plan in any organization today.

**Example of a contingency plan (Specific Situations - unexpected conditions) :**

**Contingency plan**. ... **Contingency plans** are often devised by governments or businesses. For **example**, suppose many employees of a company are traveling together on an aircraft which crashes, killing all aboard. The company could be severely strained or even ruined by such a loss.

**Scenario planning**

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

* **Scenario building:**

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

The development of sets of narrative **scenarios** helps to identify possible pathways towards a vision of the future. **Scenario building** can be done by an individual or by a stakeholder group and should focus on the main issues covered by the vision.

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* **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

Question: 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 3:

## Sources of Information (How)

## Personal observation

## Statistical report

## Oral reports

## Written reports

## Control Criteria (What)

## Employees

## Satisfaction

## Turnover

## Absenteeism

## Budgets

## Costs

## Output

## Sales

**Question: 4 NAME various organizational sources of resistance to change.**

# **Answer: 4 Individual and Organizational Sources of Resistance to Change**

**The sources of resistance to change are discussed in the following paragraphs:**

#### 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. 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.

#### 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. 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 loss’ .

#### 3. **Economic loss**

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. 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.

Question:5 How do teams contribute to organizations? WRITE down the Usefulness and Common problems in teams

Answer: 5

**Contribution of teams in the organization**

* **Team and teamwork roles for managers:**
  + Supervisor — serving as the appointed head of a formal work unit
  + Network facilitator — serving as a peer leader an network hub for a special task force
  + Participant — serving as a helpful contributing member of a project team
  + External coach — serving as the external convenor or sponsor of a problem-solving team staffed by others
* **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