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SECTION: B

SUBJECT: Principles of management

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Q1.

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.

The five sources of leadership power are **reward power**, **coercive power**, **legitimate power**, **expert power** and **referent power**.

Expert Power: When a leader has significant domain knowledge/skills. E.g. an expert accountant influences how junior accountants go about their tasks.

Use expert power when...

- you have a genuine expertise in a subject
- or you have access to resources within your control who do

Don't use expert power when...

- you're unsure of your competence in a subject

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.

Use positional power when...

- you need something done quickly when you don't have time to explain why
- if a political situation has grown that needs stemming
- your accountabilities are in serious jeopardy

Don't use positional power when...

- you're feeling impatient or frustrated

- you have purely personal reasons to influence an outcome

- your values are at odds with someone else's

- you've recently entered a new post with an unfamiliar team

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.

Use reward power when…

- you need something done quickly

- your team needs a motivation boost

- you're asking your followers to go above and beyond their duty

- you want to create friendly competition

  Don't use reward power when…

- resources are scarce, so that someone wins, someone loses

- you have doubts about your ability to provide the reward

- they are targeted towards individuals in situations where there are petty jealousies exhibited in your team

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.

Use coercive power when.

- you need to ensure standards and policies are adhered to

- there is significant risk in a situation

- you have no other option

Don't use coercive power when…

- You have the ability to apply other power. Rather, use positional power if you must
- you won't be around to put things right, afterwards
- you're feeling frustrated and emotional

Personal Power: Influence gained by persuasion. E.g. a manager may have to rely on nothing more than a friendly please and thankful for an employee to perform a task.

Use personal power when…

- there is a strong relationship between you and your followers
- your desired outcome does not conflict with your followers values, or the values of your organization
- your desired outcome is flexible

Don't use personal power when…

- there is not a strong relationship between you and your followers

HOW DO WE USE POWER?

Using the wrong power is easy we're all human. I could count the number of times I've make mistakes in the use of power on one hand, if my hand had a million fingers. I'm human. So are you. Have you used the wrong power and felt disastrous consequences? We should use our powers in the great way because ALLAH can give power and can also take it back!

Q2.

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 planning:

Scenario planning is making assumptions on what the future is going to be and how your business environment will change overtime in light of that future.

More precisely, Scenario planning is identifying a specific set of uncertainties, different "realities" of what might happen in the future of your business.

It sounds simple, and possibly not worth the trouble or specific effort, however, building this set of assumptions is probably the best thing you can ever do to help guide your organization in the long term.

For example, Farmers use scenarios to predict whether the harvest will be good or bad, depending on the weather. It helps them forecast their sales but also their future investments.

Crisis planning:

A **crisis plan** is the physical manifestation of crisis management with respect to the creation of a real document – digital or otherwise – outlining a personal or organizational reaction to crisis.

Examples of a crisis plan could include a map of evacuation routes, an outline of a personal wellness recovery action, a list of emergency supplies, a CPR manual or a corporate disaster contingency plan.

Q3.

ANSWER:

The proper performance of the management control function is critical to the success of an organization. After plans are set in place, management must execute a series of steps to ensure that the plans are carried out. The steps in the basic control process can be followed for almost any application, such as improving product quality, reducing waste, and increasing sales. The basic control process includes the following steps:

1. **Setting performance standards:** Managers must translate plans into performance standards. These performance standards can be in the form of goals, such as revenue from sales over a period of time. The standards should be attainable, measurable, and clear.
2. **Measuring actual performance:** If performance is not measured, it cannot be ascertained whether standards have been met.
3. **Comparing actual performance with standards or goals:** Accept or reject the product or outcome.
4. **Analyzing deviations:** Managers must determine why standards were not met. This step also involves determining whether more control is necessary or if the standard should be changed.
5. **Taking corrective action:** After the reasons for deviations have been determined, managers can then develop solutions for issues with meeting the standards and make changes to processes or behaviors.

Q4.

ANSWER:

Change originates in either the external or internal environments of the organization. External **sources** include the political, social, technological or economic environment, externally motivated **change** may involve government

action, technology development, competition, social values and economic variables.

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.

Q5.

ANSWER:

TEAM

A team is a group of people who collaborate on related tasks toward a common goal. Each member is responsible for contributing to the team, but the group as a whole is responsible for the team's success.

Teams in the Workplace

Sports teams are a good example of how teams work. For instance, a basketball team has individual players who each contribute toward the goal of winning a game. Similarly, in business settings most work is accomplished by teams of individuals who collaborate on activities with defined outcomes. Because teams are so prevalent in business organizations, it is important for employees to have the skills necessary to work effectively with others.

The Purpose of Teams

Organizations form teams to accomplish tasks that are too large or complex for an individual to complete. Teams are also effective for work that requires different types of skills and expertise.

Characteristics of Effective Teamwork

An effective team accomplishes its goals in a way that meets the standards set by those who evaluate its performance.

Effective teamwork requires certain conditions to be in place that will increase the likelihood that each member's contributions—and the effort of the group as a whole—will lead to success. Effective teams share five characteristics:

- *Shared values*: a common set of beliefs and principles about how and why the team members will work together
- *Mutual trust*: confidence between team members that each puts the best interest of the team ahead of individual priorities
- *Inspiring vision*: a clear direction that motivates commitment to a collective effort
- *Skill/talent*: the combined abilities and expertise to accomplish the required tasks and work productively with others
- *Rewards*: recognition of achievement toward objectives and reinforcement of behavior that supports the team's work

Effective teamwork requires that people work as a cohesive unit. These five characteristics can help individuals collaborate with others by focusing their efforts in a common direction and achieving an outcome that can only be reached by working together.

ADVANTAGES OF TEAMWORK

The benefits of teamwork include increased efficiency, the ability to focus different minds on the same problem, and mutual support.

Higher Quality Outcomes

Teamwork creates outcomes that make better use of resources and produce richer ideas.

- Higher efficiency: Since teams combine the efforts of individuals, they can accomplish more than an individual working alone.

- Faster speed: Because teams draw on the efforts of many contributors, they can often complete tasks and activities in less time.

- More thoughtful ideas: Each person who works on a problem or set of tasks may bring different information and knowledge to bear, which can result in solutions and approaches an individual would not have identified.

- Greater effectiveness: When people coordinate their efforts, they can divide up roles and tasks to more thoroughly address an issue. For example, in hospital settings teamwork has been found to increase patient safety more than when only individual efforts are made to avoid mishaps.

Better Context for Individuals

The social aspect of teamwork provides a superior work experience for team members, which can motivate higher performance.

- Mutual support: Because team members can rely on other people with shared goals, they can receive assistance and encouragement as they work on tasks. Such support can encourage people to achieve goals they may not have had the confidence to have reached on their own.

- Greater sense of accomplishment: When members of a team collaborate and take collective responsibility for outcomes, they can feel a greater sense of accomplishment when they achieve a goal they could not have achieved if they had worked by themselves.

The total value created by teamwork depends on the overall effectiveness of the team effort. While we might consider simply achieving a goal a benefit of teamwork, by taking advantage of what teamwork has to offer, an organization can gain a broader set of benefits.

HAZARDS OF TEAMWORK

Teams face challenges to effective collaboration and achieving their goals.

The collaborative nature of teams means they are subject to pitfalls that individuals working alone do not face. Team members may not always work well together, and focusing the efforts of individuals on shared goals presents challenges to completing tasks as efficiently and effectively as possible. The following pitfalls can lead to team dysfunction and failure to achieve important organizational objectives.

Individuals Shirking Their Duties

Since team members share responsibility for outcomes, some individuals may need to do additional work to make up for those not contributing their share of effort. This can breed resentment and foster other negative feelings that can make the team less effective. One cause of this is the failure of the team to establish clear norms of accountability for individual contributions to the group effort.

Skewed Influence over Decisions

Sometimes an individual or small number of team members can come to dominate the rest of the group. This could be due to strong personalities, greater abilities, or differences in status among members. When individuals either do not feel listened to or believe their ideas are not welcome, they may reduce their efforts.

Lack of Trust

Effective collaboration requires team members to have confidence that everyone shares a set of goals. When that belief is missing, some individuals may not feel comfortable sharing their ideas with the group. Lack of trust can also lead to miscommunication and misunderstandings, which can undermine the group's efforts.

Conflicts Hamper Progress

While conflicts are a common aspect of working together and can even be beneficial to a team, they can also negatively affect team performance. For instance, conflict can delay progress on tasks or create other inefficiencies in getting work done.

Lack of Teaming Skills

When team members do not have the collaboration skills needed to work well with others, the overall ability of the team to function can be limited. As a result, conflicts may be more likely to arise and more difficult to resolve.

Missing Task Skills

A team that does not have the expertise and knowledge needed to complete all its tasks and activities will have trouble achieving its goals. Poor team composition can lead to delays, higher costs, and increased risk.

Stuck in Formation

Sometimes the group cannot move from defining goals and outlining tasks to executing its work plan. This may be due to poor specification of roles, tasks, and priorities.

Too Many Members

The size of the team can sometimes affect its ability to function effectively. Coordination and communication are more complex in a larger team than in a smaller one. This complexity can mean that decisions must take into account greater amounts of information, meetings are more challenging to schedule, and tasks can take longer to complete.

Groupthink

Outcomes can suffer if team members value conflict avoidance and consensus over making the best decisions. People can feel uncomfortable challenging the group's direction or otherwise speaking up for fear of breaking a team norm. This

phenomenon is known as "groupthink." Groupthink can limit creativity, lead to poor choices, or result in mistakes that might otherwise have been avoidable.

END

THANK YOU, MAM,