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**Section: (B)**

### **Question 1:**

#### **Answer:**

##### **Sources of leader power:**

There are 5 sources of leader power. Which are most necessary for any organization for its stability in market and also for more benefit and more secure. These five sources are explained below.

- Legitimate Power
- Reward Power
- Coercive Power
- Referent Power
- Expert Power

- **Legitimate Power:**

Power that is given to a person based on their position or role is known as legitimate power (or positional power). It's determined by the hierarchy of the organization; junior managers report to senior managers and senior managers report to directors.

- **Reward Power:**

Tied in closely with legitimate power, reward power is the ability that one holds to dole out incentives and compensation in an organization. This includes salary raises and bonuses, praise, recognition, and promotion. Reward power that is used fairly can be highly motivating to employees. They'll do more and better things by going for the rewards with the knowledge that they are achievable.

- **Coercive Power:**

Coercive power can be scary: it's what sets in the fear of being punished for poor performance and keeps us coming in early and staying at the office late. People who wield coercive power can influence others' behavior by their ability to threaten and punish others. These actions might include demotion, firing, and reprimanding, but can also be less concrete and abusive in the form of social ostracizing and shaming.

- **Referent Power:**

Even if you don't have any granted power in an organization, you can still influence others' behavior and decision-making. Referent power is the ability to influence others because they respect, admire, or like you. There are many ways to earn referent power at work. Especially if you are new to an organization, you can start building social capital right away by saying "yes" when people ask you to do things. Never say, "No, that's not my job" – especially to your boss. It's OK to say no when you really can't do something – just say, "no, but..." and give another solution.

- **Expert power:**

Expert power is another way to earn respect and influence independently of the hierarchy of your organization. With expert power, you have the ability to influence others because of recognized talent, abilities, and knowledge. The key to gaining expert power is to know your job: be conscious of what you need to know to do your job well and build those skills.

### **Tactics leader use to influence:**

Starting at infancy, we all try to get others to do what we want. We learn early what works in getting us to our goals. Instead of crying and throwing a tantrum, we may figure out that smiling and using language causes everyone less stress and brings us the rewards we seek.

People who are considered to be skilled influencers share the following attributes.

How often do you engage in them? 0 = never, 1= sometimes, 2 = always.

- present information that can be checked for accuracy
- provide a consistent message that does not change from situation to situation
- display authority and enthusiasm (often described as charisma)
- offer something in return for compliance
- act likable
- show empathy through listening
- show you are aware of circumstances, others, and yourself
- plan ahead

If you scored 0–6: You do not engage in much effective influencing behavior. Think of ways to enhance this skill. A great place to start is to recognize the items on the list above and think about ways to enhance them for yourself.

If you scored 7–12: You engage in some influencing behavior. Consider the context of each of these influence attempts to see if you should be using more or less of it depending on your overall goals.

If you scored 13–16: You have a great deal of influence potential. Be careful that you are not manipulating others and that you are using your influence when it is important rather than just to get your own way.

## **Question 2**

### **Contingency planning:**

Possibility arranging is creating reactions in progress for different circumstances that might affect trade. In spite of the fact that negative occasions likely come to intellect to begin with, a great possibility arrange ought to moreover address positive occasions that might disturb operations - such as an awfully Possibility arranging is creating reactions in progress for

different circumstances that might affect commerce. In spite of the fact that negative occasions likely come to intellect to begin with, a great possibility arrange ought to moreover address positive occasions that might disrupt operations - such as a really expansive order.y huge arrange

### **Importance of Contingency Planning:**

Every business has the possibility of a situation that adversely impacts operations. such as loss of customers, loss of data, or even the loss of the business.

A good contingency plan should include any event that might disrupt operations. Here are some specific areas to include in the plan:

- Natural disasters, such as hurricanes, fires, and earthquakes
- Crises, such as threatening employees or customers, on-the-job injuries, and worksite accidents
- Personnel, such as death of a senior manager, or union members going on strike
- Data loss, such as loss due to natural disasters, sabotage, or other criminal action (such as an attack on a website)
- Mismanagement, such as theft, neglect of critical duties, or accidental destruction
- Product issues, such as a huge order that requires reallocation of plant resources, or a product recall

### **Building Scenarios:**

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**

#### **Prevention:**

- Build trusting relationship with key stakeholders
- Open communication

#### **Preparation:**

Crisis Management Team

Crisis Management Plan

## Establish an Effective Communications system

### **Central Planning :**

Traditional Department Group of planning specialists who develop plans for the organization as a whole and its major divisions and departments and typically report directly to the president or CEO.

### **Decentralized Planning :**

High-Performance Managers work with planning experts to develop their own goals and plans

### **Question3:**

### **Answer:**

### **Organization control:**

refers to the process by which an organization influences its subunits and members to behave in ways that lead to the attainment of organizational goals and objectives. When properly designed, such controls should lead to better performance because an organization is able to execute its strategy better.

- **Four important steps involved in organisational control process**

The steps are:

1. Establishing Standards
2. Measuring Performance
3. Comparing Performance against Standards and Analysing Deviations

#### 4. Taking Corrective Action, if Needed.

**1: Establishing Standards:** The first step in the control process is establishment of standards of performance. For the purpose of control a standard is defined as a unit of measurement that can serve as a reference point for evaluating results. Thus, in a broad sense, goals, objectives, quotas, and performance targets will also serve as 'standard' in the control process. Some specific standards are-sales quotas, budgets, job deadlines, market share and profit margins.

**Five common types of standards are physical, technical, monetary, managerial and time:**

(1) Physical standards might include quantities of products or services, number of customers or clients, or quality of product or service.

(2) Technical standards might include specifying machine tolerances, acceptable levels of quality, items produced per hour on an assembly line and bid specifications developed by the engineering department.

(3) Monetary standards are expressed in rupees and include labour costs, selling costs, material costs, sales revenue, gross profits, and the like.

(4) Managerial standards include such things as reports, regulations and performance evaluation. All these must focus only on the key areas and the kind of performance required to reach specific goals.

(5) Time standards might include the speed with which jobs should be done of the deadlines by which jobs are to be completed.

Qualitative standards also play an important role in the control process, although managers and subordinates are not always aware of these. Examples of non-quantifiable standards are: an appropriate dress on the job, personal hygiene, co-operative attitudes, hiring qualified

personnel, promoting the best person, and so on. It is, however, very difficult to achieve control over qualitative standards.

## **2. Measuring Performance:**

The next step in the control process is increasing performance. In this context, performance refers to that which we are attempting to control. The measurement of performance is a constant, ongoing activity for most organisations and for control to be effective, relevant performance measures must be valid.

Performance itself is measured once the frequency and form of monitoring system are determined.

**(1) Observation,**

**(2) Reports, both oral and written,**

**(3) Automatic methods,**

**(4) Inspections, tests, or samples.**

## **3. Comparing Performance against Standards and Analysing Deviations:**

A critical control step is comparing actual performance with planned performance. Facts about performance above are relatively useful.

So, the fourth step in the control is to compare measured performance against the standards developed in Step 1. Actual performance may be higher, lower or the same as the standard. The key issue here is how much leeway is permissible before remedial action is taken.

For screening control systems, it is important that comparisons between performance and standards be made frequently. The rationale for using screening control in the first place is to enable managers to correct problems early in the transformation process before errors begin to compound. Hence, sophisticated feedback systems may be necessary to provide promptly the information management needs to make comparisons.

It is absolutely essential to analyze deviations to determine why the standard is not being met when performance falls short of standard. It is really important decision making to identify the

real causes of performance problems rather than just the symptoms. Managers often make use of staff assistance and third parties to aid them in analysing deviations, especially in important matters.

### **5. Taking Corrective Action, If Needed:**

The final step in the control process is to evaluate performance (via the comparisons made in Step 3) and then take appropriate action. This evaluation draws heavily on a manager's analytic and diagnostic skills.

**After evaluation, one of the three actions is usually appropriate:**

#### **Maintain the Status Quo:**

One response is to do nothing, or maintain the status quo. This action is generally appropriate when performance more or less measures up to the standard.

#### **Correct the Deviation:**

It is more likely that some action will be needed to correct a deviation from the standard. If the cost-reduction standard is 4% and we have thus far managed only a 1% reduction, something must be done to get us back on track. We may need to motivate our employees to work harder or to supply them with new machinery.

#### **Change Standards:**

A final response to the outcome of comparing performance to standards is to change the standards. The standard may have been too high or too low to begin with. This is apparent if large number of employees exceeds the standard by a wide margin or if no one ever meets the standard.

## **Question 4:**

**Answer:**

### **Various Name of Organizational Sources Of Resistance To Change**

**There are seven sources of organizational to resist of changes which are given below. In this types we explain all the changes very well.**

**1. Insecurity**

**2. Possible social loss**



**3. Economic losses**

**4. Inconvenience**

**5. Resentment of control**

**6. Unanticipated repercussions**

**7. Threats to influence!**

**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:**

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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:**

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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.

### **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.

## **QUESTION NO :5**

### **ANSWER:**

### **TEAM:**

A small group of people with complementary skills who work together to achieve a shared purpose and hold themselves mutually accountable for performance results

### **TEAM WORK:**

the purpose of people actively working together to accomplish common goals

1. synergy
2. usefulness of team
3. common problem in team
4. formal teams
5. informal groups

### **Team and teamwork roles for managers:**

- Supervisor serving as the appointed head of a formal work unit
- Network facilitator serving as a peer leader and 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