



IQRA National University, Peshawar

Department of Computer Science

FINAL Examination 2020

Total Marks: 50

Course Title: Principles of Management

Time Allowed: 6 hours

Course Instructor: Mehwish Khan

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**Note: ANSWERS MUST BE IN MS WORD FORMAT
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Q.NO.	QUESTIONS	Marks
1.	<p>Identify sources of leader power and the tactics leaders use to influence Others</p> <hr/> <p><u>ANSWER:</u></p> <p><u>Leader:</u> A leader has an attitude that makes him different from his followers.</p> <p><u>Sources of leaders:</u> Leaders will use these five sources of power to lead their people and influence them. The five sources of power are legitimate power, coercive power, reward power, expert power and referent power.</p> <p><u>Legitimate Power:</u> Power that is given to a person based on their position or role is known as legitimate power (or positional power). It's</p>	(10)

determined by the hierarchy of the organization; junior managers report to senior managers and senior managers report to directors

Coercive Power:

The use of force to get an employee to follow an instruction or order, where power comes from one's ability to punish the employee for noncompliance. This power is in use, for example, when an employee carries out an order under fear of losing their job or their annual bonus.

Reward 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

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

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. Cross-training is another way to gain expert power – you won't just know your job, but others' jobs as well. Look for opportunities in your skillset and offer to do things in areas that you're skilled in to gain more expert power.

Influence:

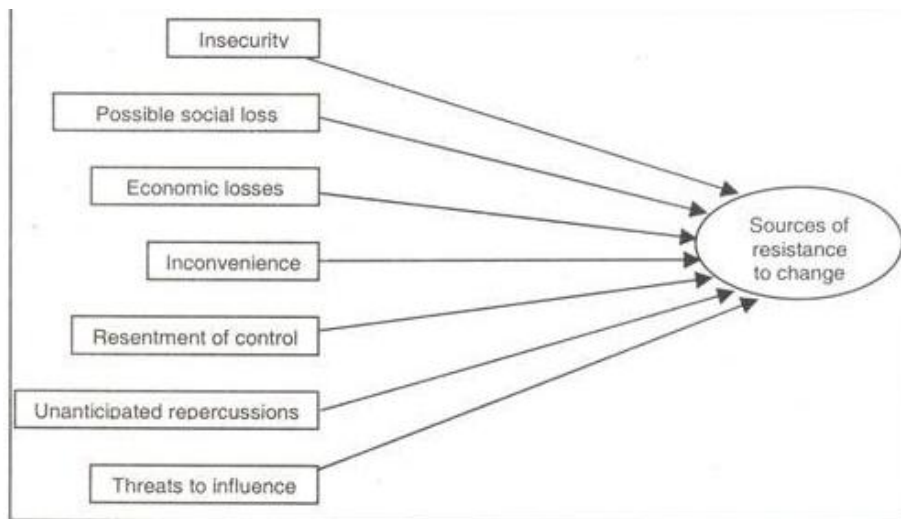
Is the process of a leader communicating ideas, gaining acceptance of them and motivating followers to support and implement the ideas through change.

	<p>Motivation and Influencing is crux of leadership</p> <p><u>The Tractics Leaders Use To Influence others:</u></p> <p>Influence has long been recognized as an essential element of leadership. A commonly used definition of leadership states that leadership is “a process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task.” 1 Influence is a primary social mechanism through which a leader enacts his or her leadership.2 Ample literature and research addresses the science of influence. Notably, leaders turn to the theory of influence, based on the principles of reciprocity, commitment, and consistency, social proof, authority, liking, and scarcity, developed by Robert Cialdini, 3 a psychologist at Arizona State University, or to the study of influence tactics by Gary Yukl, a psychologist at the State University of New York at Albany</p>	
<p>2.</p>	<p>Describe and explain the importance of contingency planning, scenario building, and crisis planning in today’s environment.</p> <p><u>ANSWER:</u></p> <p><u>Contingency Planning:</u></p> <p>→ <u>Identify Uncontrollable Factors</u></p> <ul style="list-style-type: none"> * Economic turn downs * Declining markets * Increases in costs of supplies * Technological developments * Safety accidents <p>→ <u>Minimize Impact of Uncontrollable Factors</u></p> <ul style="list-style-type: none"> * Forecast a range of alternative responses to most-likely high-impact contingencies <p><u>Building Scenarios:</u></p> <p>Looking at trends and discontinuities and imagining possible alternative futures to build a framework within which unexpected future events can be managed</p>	<p>(10)</p>

	<p>Forces managers to rehearse mentally what they would do if their best-laid plans were to collapse.</p> <p><u>Crisis Management Planning:</u></p> <p>→Prevention:</p> <ul style="list-style-type: none"> * Build trusting relationship with key stakeholders * Open communication <p>→Preparation:</p> <ul style="list-style-type: none"> * Crisis Management Team * Crisis Management Plan * Establish an Effective Communications system <p>→Containment:</p>	
<p>3</p>	<p>‘ORGANIZATIONAL CONTROL’ is the process of monitoring, comparing, and correcting work performance NAME How (source of information) and What we measure in the process?</p> <hr/> <p><u>ANSWER:</u></p> <p><u>Measuring:</u> How and what we measure:</p> <p>→Sources of Information(How)</p> <ul style="list-style-type: none"> * Personal observation * Statistical reports * Oral reports * Written reports <p>→Control Criteria (What)</p> <p>→Employees</p> <ul style="list-style-type: none"> * Satisfaction * Turnover * Absenteeism <p>→Budgets</p> <ul style="list-style-type: none"> * Cost * Output * Sales 	<p>(10)</p>

	<p><u>Sources of Information For Measuring Performance:</u></p> <p>Personal Observation:</p> <p>→ Benefits:</p> <ul style="list-style-type: none"> * get firsthand knowledge * information is not filtered * intensive coverage of work activities <p>→ Drawbacks:</p> <ul style="list-style-type: none"> * Subject to personal biases * Time consuming * Obtrusive <p>Statistical Reports :</p> <p>→ Benefits:</p> <ul style="list-style-type: none"> * Easy to visualize * Effective for showing relationships <p>→ Drawbacks:</p> <ul style="list-style-type: none"> * Provide limited information * Ignore subjective factors <p>Oral Reports</p> <p>→ Benefits:</p> <ul style="list-style-type: none"> * Fast way to get information * Allow for verbal and nonverbal feedback <p>→ Drawbacks:</p> <ul style="list-style-type: none"> * Information is filtered * Information can not be documented <p>Written Reports:</p> <p>→ Benefits:</p> <ul style="list-style-type: none"> * Comprehensive * Formal * Easy to file and retrieve <p>→ Drawbacks:</p> <ul style="list-style-type: none"> * Take more time to prepare 	
<p>4.</p>	<p><u>NAME various organizational sources of resistance to change.</u></p> <p><u>ANSWER:</u></p> <p><u>Sources of resistance in a organization:</u></p>	<p>(10)</p>

1. Insecurity
2. Possible social loss
3. Economic losses
4. Inconvenience
5. Resentment of control
6. Unanticipated repercussions
7. Threats to influence



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.

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'

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.

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.

Resentment of control:

When employees are told that a change is to take place, they are made to realise that they do not have any other option other

	<p>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.</p> <p><u>Unanticipated repercussion:</u></p> <p>Because the organisation is a system, a change in one department or division is likely to have unforeseen repercussions in another. For example, a newly designed job may require a change in supervisory behaviour and supervisors may resist this change even if they initially supported the concept of job enrichment by redesigning the jobs.</p> <p><u>Threats to influence:</u></p> <p>When a change is likely to reduce the power base of a group, department or division, even if it is good for the organisation as a whole, it is likely to meet resistance of employees concerned with the change</p>	
<p>5.</p>	<p>How do teams contribute to organizations? WRITE down the Usefulness and Common problems in teams</p> <hr/> <p><u>ANSWER:</u></p> <p>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</p> <p>Teamwork The process of people actively working together to accomplish</p>	<p>(10)</p>

common goals

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

Synergy

- * The creation of a whole that is greater than the sum of its parts
- * A team uses its membership resources to the fullest and thereby achieves through collective action far more than could be achieved otherwise

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