***FINAL ASSIGNMENT : Principles of Management***

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**SEMESTER** : 2nd  **Exam**  : Fall 2020

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**Q1. Identify sources of leader power and the tactics leaders use to influence others?**

**Ans.** 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.

There are five sources of leadership power and each has its pros and cons when used in an organization which are as follow.

1. Power of Reward.
2. Power of Coercion.
3. Legitimate Power.
4. Expert Power.
5. Referent Power.

**1. USING THE POWER OF REWARD:**

Using a reward to obtain power is something you may be familiar with from childhood. Perhaps you were offered a trip to amusement park if you earned good grades in school. Motivation through the offering of reward is common, and when you have the ability to offer such a reward, you have a source of power. Offering your employees the opportunity to leave work early if they accomplish the desired task is using the power of reward.

**2. USING THE POWER OF COERCION:**

Coercive power is also something that you may be familiar with from childhood. A parent using coercion will send a child to bed early if the child refuses to clean his room, just as an employer will threaten disciplinary action if an employee refuses to perform the desired task. When your employee compiles with your orders in an effort to avoid punishment, you have effectively utilized coercion as a source of power.

**3. USING YOUR LEGITIMATE POWER:**

Legitimate power is power granted and recognized by your position. As a manager, you have legitimate power over those who directly report to you. Your position as is recognized as that of authority, and your direct reports recognize they are obligated to comply with your requests. Even when your direct report feels he has a better way to complete the task, your wishes will be followed out of respect for your position.

**4. USING YOUR EXPERT POWER:**

Being knowledgeable and experienced in your position provides you with a source of power known as expert power. With expert power you do not require the title of manager, nor do you need to be in any position of leadership to effectively influence those around you. The respect you earn from your experience and knowledge becomes your source of power. Others will listen to you and follow your guidance because of your higher level of expertise.

**5. USING REFERENT POWER:**

When you admire or feel you relate to someone, you may develop a desire to earn his approval. It can then be said that he has a referent source of power over you. It is likely that you have been influenced by, or have influenced other through referent power some time in your life. In basic sense, referent power is a son attempting to earn the approval of his father or mother. The son will do what is asked of him, expecting approval or acceptance in return.

**CHOOSING A SOURCE OF INFLUENCE:**

Carefully consider the pros and cons of the different sources of leadership power to decide which fits best for your company. For example, the use of coercion as a source of power often leads to employee resentment and poor morale. Other sources of power such as reward power, expert power and legitimate power can be used in combination to achieve positive results for all levels or your organization.

**Q2.Describe and explain the importance of contingency planning, scenario building, and crisis planning in today’s environment.**

**ANS. CONTINGENCY PLANNING:**

In simple words contingency plans are back up 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.

**IMPORTANCE OF CONTINGENCY PLANS:**

* Contingency plans are better for preparation because if you know about any possible unpredictable events. You can protect your enterprise from a number of harmful and risk scenarios through efficient and preemptive planning.
* Not only do contingency plans aid you in preparing for the worst, but they also enable your organization to become more flexible to any foreseeable challenges that may arise in the future.
* A business with a contingency plan in place is more likely to respond quickly to unplanned events. When the real challenges arise, such businesses are able to overcome the problem with not much damage to their operations. Moreover, having such plans in place also motivates the employees to think on their feet.
* It is not the danger that causes people to panic. They panic because they know that there are no solutions in place and nothing can be more disastrous than that. However, with contingency plans, everyone knows that a quick plan of action exits.
* Business experts design contingency plans after through research and observation. They well-evaluate all factors. Therefore, they eliminate the need for last minute comprehension and thus reduce the risk considerably.
* When a business faces disruption, whether in the form of natural disaster, a power outage or even moving of office space, having a contingencyplan can help in minimizing the losses in production and thereby sales. Plans to get production back on track despite unforeseen circumstances can be the difference between a business that survives disaster and the one that collapses.

**SCENARIO BUILDING:**

Scenario building is a process that is used for strategic planning in management, provide possible future options for an organization and helping the organization to better understand its environment.

**HOW TO USE IT:**

The idea is very simple, Scenario building aims to define your critical uncertainties and develop plausible scenarios in order to discuss the impacts and the responses to give for each one of them. If you are aware of what could happen, you are more likely to deal with what will happen.

As you can see from the above illustration, scenario development process holds 4 critical steps. After identifying the driving forces and critical uncertainties for the months or years to come, the goal is to develop 4 distinct scenarios that are most likely to happen. The best way to perform all of these steps is to organize workshops during which all the participants brainstorm together, it will help you find creative solutions.

4 scenarios, it’s not a lot compared to the multitude of possible scenarios but it should be enough to focus on the major issues at stake.

**IDENTIFY YOUR DRIVING FORCES:**

To begin with, you should discuss what are going to be the big shifts in society, economics, technology and politics in the future and see how it will affect your company.

**IDENTIFY YOUR CRITICAL UNCERTAINTIES:**

Once you have identified your driving forces and made it a list, pick up only two (those that have the most impact on your business). For example, two of the most important uncertainties for agribusiness companies are food prices and consumer demand.

**DEVELOP A RANGE OF PLAUSIBLE SCENARIOS:**

The goal is now to form a kind of matrix with your two critical uncertainties as axis (see the above example). Depending on what direction each of the uncertainties will take, you are now able to draw four possible scenarios for the future.

* **DISCUSS THE IMPLICATIONS:**

During this final step, you should discuss the various implications and impacts of each scenario and start to reconsider your strategy: set your mission and your goals while taking into account every scenario.

A crisis, which can last from a few hours to several days or longer, requires decisions to be made quickly to limit damage to an organization, its key stakeholders and the public. By providing a well-documented set of responses to potential critical situations, a CMP allows an affected organization to act quickly, should a serious incident occur.

**TYPES OF CRISES**

Potential crises, according to Ready.gov, an official website of the U.S. Department of Homeland Security, include:

* natural disasters such as hurricanes, earthquakes, tsunamis and volcanos;
* other severe weather events such as flooding, blizzards and droughts;
* biological hazards such as foodborne illnesses and pandemics;
* accidental human-caused events such as fires, explosions, building or structure collapses, and hazardous material spills;
* intentional human-caused events such as robberies, violence and arson; and
* Technology issues such as outages and Cyber Attacks.

**Q3. ‘ORGANIZATIONAL CONTROL’ is the process of monitoring, comparing, and correcting work performance. NAME How (source of information) and what we measure in the process?**

**ANS.** **THE ORGANIZATIONAL CONTROL PROCESS**

The control process involves carefully collecting information about a system, process, person, or group of people in order to make necessary decisions about each. Managers set up control systems that consist of four steps.

**ESTABLISH STANDARDS TO MEASURE PERFORMANCE:**

Within an organization's overall strategic plan, managers define goals for organizational departments in specific, operational terms that include standards of performance to compare with organizational activities.

**MEASURE ACTUAL PERFORMANCE**:

Most organizations prepare formal reports of performance measurements that manager review regularly. These measurements should be related to the standards set in the first step of the control process. For example, if sales growth is a target, the organization should have a means of gathering and reporting sales data.

**COMPARE PERFORMANCE WITH THE STANDARDS:**

This step compares actual activities to performance standards. When managers read computer reports or walk through their plants, they identify whether actual performance meets, exceeds, or falls short of standards. Typically, performance reports simplify such comparison by placing the performance standards for the reporting period alongside the actual performance for the same period and by computing the variance—that is, the difference between each actual amount and the associated standard.

**TAKE CORRECTIVE ACTIONS**:

When performance deviates from standards, managers must determine what changes, if any, are necessary and how to apply them. In the productivity and quality‐centered environment, workers and managers are often empowered to evaluate their own work. After the evaluator determines the cause or causes of deviation, he or she can take the fourth step—corrective action. The most effective course may be prescribed by policies or may be best left up to employees' judgment and initiative.

**Q4. NAME various organizational sources of resistance to change.**

**ANS.**

* Insecurity.
* Possible social loss.
* Economic losses.
* Inconvenience.
* Resentment of control.
* Unanticipated repercussions.
* Threats to influence.

**Q5.How do teams contribute to organizations? WRITE down the Usefulness and Common problems in teams.**

**Ans.** A small group of people with complementary skills, who work together to achieve a shared purpose and hold themselves mutually accountable for performance which results as team 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:**

**Role Uncertainty:**

There is a lot of difference in working as an individual employee and working as a part of a team. When you work with a team, your responsibilities are shared with other team members.

This culture of shared responsibilities might be a little hard to get used to, if you have never worked with a team before. Working with many people can create a confusion on your role in the team, resulting multiple people taking up the same responsibility or leave out some vital tasks. Asking the manager of the team clearly about your role in the team could help avoid these situations.

**LACK OF TRUST:**

When you work as an individual, you are used to making decisions and complete tasks individually. But when you work with a team, you have to trust your team mates and let them take a few decisions for the team.

Sometimes, team members make mistakes and it could be hard for you to trust them with any other decision. But as a team it is important to trust your teammates and function as a team.

**UNCLEAR GOALS:**

Some employees perform better when they function as a team and some perform better as individual contributors. One reason for this could be setting the right goals. You can easily set the right goals for yourself as an individual contributor but when you are a part of the team, you have to consider your teammates before setting goals.

One of the most common reasons for conflicts in teams is the ambiguity of goals. If you are not on the same page with your other team mates about your goals, it affects the productivity of the whole team, so communicate with the team/ manager and be clear about your goals.

**DISENGAGEMENT:**

Disengagement is one of the most common issues faced by everyone at workplace. Teams tend to get disengaged when there’s a lack of proper direction or vision. Team members fail to understand their role in the bigger picture which leads to lack of motivation.

Disengagement in teams is often a result of lack of clarity on team goals and how they contribute to the organization.

**TALENT DIFFERENCES:**

Some employees contribute more to a team than the rest of the team. The reason is not always that they feel responsible for the team, the share of their contribution depends on their individual talent and efficiency. But sometimes, these talent differences cause conflicts between team members.

Some employees of team could be slower and less efficient than the rest. This could decrease the overall productivity of the team which could be frustrating for the high-performers of the team causing conflicts within the team. To avoid this, the goals should be set based on their capability and skills.

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