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Paper   **principle of management**

Q1:- Identify sources of leader power and the tactics leaders use to influence Others.

(ANSWER)

sources of leader power:-

the sources of leader power are given below:

A leader is a person who can influence the behaviour of others without using force. Leadership also means that the process of influencing a group to achieve goals (Robbins, Bergman, Stagg and Coulter 2008 p.518). There are three main types of leadership style, they are autocratic, democratic and laissez faire. Besides the three main types of leadership styles, there are also five sources of power that used by a leader, they are coercive, reward, legitimate, expert and referent. (Robbins, Bergman, Stagg and Coulter 2008.

First, the autocratic style of leadership, it is also called the leader centred style . This type of style described a leader who tended to centralise authority, make unilateral decisions and limit employee participation (Robbins, Bergman, Stagg and Coulter 2008 p. 520). An autocratic leader always tells the people that what should be done, the employees have to perform the work without changing any of the orders. According to Singla (2009), there are three main characteristics of autocratic leadership style, they are formal relations, centralised authorities and single man decision.

Formal relations means that the leader creates a formal relationship with followers, this relationship is according to the organisational structure; Centralised authorities means leader will not share the

authorities and responsibilities with others, in other words all work performance remain centralised; single man decision means the leader makes all decision by his own .

Secondly, the democratic leadership style, it is also called group centred leadership style . This type of style described a 'leader delegates authority to others, encourages participation, relies on subordinates knowledge for completion of task and depends on subordinates respect of influence.'(Daft 2007) In other words, this type of leaders tend to involve employees in making decision and use feedback as an opportunity for coaching employees. ,there are three main characteristics of democratic leadership style, they are cooperative relations, open communication and group decision making.

Cooperative relations means that the leader always work with the employees, participation in decision making gives them a concept of self-respect; Open communication means the leaders encourage the employees to communicate with them, this type of communication is a both ways communication. Employees will say out what they want and leaders will give feedback as well; Group decision making is stand for all decisions are taken by the managers with the cooperation of the subordinates.

Lastly, the laissez faire style, it also called free-rein style (Pandey 2009 p23). 'This type of leadership is more a non leadership style than a leadership style, the leaders allows group members to set their own goals, to take decision and to implement those decision themselves.'(Pandey 2009) In other words, this type of leadership style will give a complete freedom to members, they can do the jobs in their own way, like hands off management. According to Singla (2009), there are three main characteristics of laissez-faire style, they are independent decision making system, decentralisation of authority and sense of responsibilities in employees.

Independent decision making system means the decisions are taken by subordinates instead of leaders; Decentralisation of authority means the leaders widely distribute their authority to enable everyone to work in their own way, leader only perform a function of general control; Sense of responsibilities in employees means every workers fully understand their responsibilities and make every effort to discharge it.

In today's business world, those three main leadership styles are very common, but a successful leader will use different style to rule in different situations instead of just using one of the styles to rule in different situations. Like Apple computer,' it employs a laissez faire style of leader to give employees as much freedom as possible to develop new products.'(Pride 2009) Therefore, Apple is very successful to develop the IPHONE. There are also some companies that use different leadership style and become success, like the managers in WAL-Mart and Saturn, they used the democratic leadership to encourage employees to become more than just rank- and -file workers.

From the above examples, we can see that different leadership styles can also make a company become success. The main point is that, the companies should use the right leadership style in the right situation, if they use improper style in the situation, there may be a counter effect.

Besides the three styles of leadership, a leader also has five sources of power. 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.

The first power is legitimate power, it is the power that given by the position in the organisation, people will acknowledge the leader's legitimate right, therefore they will listen to leaders and follow their

orders. In companies, leaders will have various sources of power not only the legitimate, because if the employees do not follow the orders of leaders, the leader base power in the organisation may diminish (Griffin 2009). Therefore, the leader will have another power called coercive power.

The second power is coercive power, this is the power that influencing people by punishing them. As mentioned above, if an employee does not follow the leader's order, a leader may use the coercive to punish him. 'The coercive power does not necessarily encourage desired behaviour, but it may stop or reduce undesirable behaviours (Solcum 2007). In this coercive power, 'punish' do not means to hit or hurt the people, it means the leader may give some rewards to the other hardworking people, but except the one the leader want to punish. In other word, the leader may not give rewards to the one he want to punish.

Besides punishing, the leaders also have the power of reward, which is the third power of leader. The reward power means the leader's ability to reward employees for performance, the rewards may include money, promotions, interesting work assignment etc. (Griffin 2009). Beside reward the employee by money or other material rewards, the leader may reward them by other things, because employees may motivate by some other things rather than money, like job opportunities or friendly colleagues.

In addition, a leader also has an expert power, this power is influence that is based on expertise, special skills or knowledge (Robbins, Bergman, Stagg and Coulter 2008) Expert power normally comes from education, experience and training. This power will be more important in some jobs, like teachers, they follow the subject director because they believe the director have expertise in subject matter, from this example it notice that power will follow a person who have expertise in something, therefore the expert power is one of the power that a leader need.

Finally, the referent power, this power arises because of a person's desirable resources or personal traits, in other words, this power exists when one person want to be like or imitates someone else. For example, a new leader may copy the leadership style of an older and more experienced leader. This power also include the desire of employees want to be like the leader. This power often associated with political leaders or other well known leaders.

Conclusion:-

In conclusion, a leader will use different type of leadership style to rule in different situations, also a leader will influence people by the five sources of power, a successful will not only use one sources, he will use all five sources to influence the employee's behaviour and performance. The three main types of leadership style and the five sources of leader's power need to be use in a proper way, if not there may be counter effect.

Tactics leaders use to influence Others:-

There are many tactics leaders use to influence others are given below:

1. Pressure
Seeks influence through demands, threats or intimidation to convince others to comply with a request or to support a proposal.

2. Assertiveness
Seeks influence through includes repeatedly making requests, setting timelines for project completion or expressing anger toward individuals who do not meet expectations.

3. Legitimating
Seeks influence through persuading others that the request is something they should comply with given their situation or position.

4. Coalition
Seeks influence through the aid of others to persuade them to do something or uses the support of others as an argument for them to agree.

5. Exchange
Seeks influence through making explicit or implicit a promise that others will receive rewards or tangible benefits if they comply with a request or reminds others of a favor that should be reciprocated.

6. Upward Appeals
Seeks influence through the approval/acceptance of those in higher positions within the organization prior to making a request of someone.

7. Ingratiating
Seeks influence through getting others in a good mood or to think favorably of them before asking them to do something.

8. Rational Persuasion
Seeks influence through logical arguments and factual evidence to persuade others that a proposal or request is viable and likely to result in task objectives.

9. Personal Appeals
Seeks influence through others' compliance to their request by asking a "special favor for them," or relying on interpersonal relationships to influence their behavior.

10. Inspirational Appeals
Seeks influence through making an emotional request or proposal that arouses enthusiasm by appealing to other's values and ideals, or by increasing their confidence that they can succeed.

11. Consultation
Seeks influence through involving others' participation in making a decision or planning how to implement a proposed policy, strategy or change.

While all eleven tactics will need to be draw upon depending on the situation at hand, the influence tactics occurring later on the list above are more effective at influencing others long-term.

Q2:- Describe and explain the importance of contingency planning, scenario building, and crisis planning in today's environment.

(ANSWER)

Importance of contingency planning in today's envirnment:-

Importance of contingency planning in today's environment are given below:

1. IT LESSENS PANIC AND PROMOTES ACTION

When a crisis happens, the easiest and most natural reaction is to panic if you do not have a clear plan of action to follow. However, with a well-thought-out plan, employees can react faster, think on their feet and speed up recovery operations to avert the crisis in good time. Rather than wait for instructions from elsewhere, everyone knows where to go, what to do, and how to do it so that order is restored promptly. In the end, this quick and orderly reaction minimizes losses, saves on costs and ensures timely restoration of business operations.

2. IT INCREASES FLEXIBILITY

Besides increasing your organization's general preparedness, contingency planning gives your organization the flexibility to shift focus from unpromising business prospects to more promising ones. This is to ensure proper alignment with the changing market needs. Instead of taking too long to move from ineffective business models to more effective ones, contingency plans save you time by guiding you through the transition process into better systems and strategies that are more profitable. In this sense, a contingency plan is like a gear lever for switching business gears and finding a more profitable solution.

Without contingency plans, your organization will forever remain locked in the same money-draining business strategies that no longer work. This is why contingency planning should be a critical component of your business strategy.

3. ALLOWS EXPLOITATION OF OPPORTUNITIES

Contingency planning not only entails preparing for disasters, but it also encompasses opportunity planning. Opportunity planning is a methodical approach that involves analyzing different market parameters to identify opportunities your organization can exploit. By identifying and taking advantage of these opportunities, your organization will maximize its profit potential and gain new customers in the process. Integrating opportunity planning into your organization's contingency plans makes it easier to spot opportunities in good time and act on them to gain a competitive advantage.

4. IMPROVES YOUR ORGANIZATION'S REPUTATION

Regardless of the size of your enterprise, your customers are likely to run away when they realize you're not prepared to meet crises. Take for instance a bank. If it cannot assure its customers of the security of their funds regardless of future circumstances, then the customers will presumably take their money elsewhere. But with a contingency plan, the bank can convince its customers of their preparedness to handle future disasters/ problems without affecting their service delivery. This will, in turn, improve their reputation and retain customers. In the same way, having a contingency plan for your organization will help you improve your reputation with your customers, employees and even stakeholders.

Importance of scenario building in today's environment:-

Importance of scenario building in today's environment are given below:

1. It allows you to focus on answering critical questions:-

How are you going to hit a particular target? Who is accountable for achieving particular results? More importantly, why were the results you achieved different to those you expected? Asking the questions is one thing, gaining insight into the answers is far more important.

2. You can focus on maximising enterprise value:-

In today's world, you need to be more forward-thinking than ever before. You should be envisioning how to maximise enterprise value. Set targets, screen for new business opportunities and manage risk with scenario planning.

3. You need to set highly measurable strategic targets:-

CFO's who take a top-down approach towards their business enable their executive management teams to evaluate many different active or live scenarios. We know that multiple scenarios can create challenges, but they have an obvious benefit. Being able to form a consensus between your management will allow you to set highly measurable strategic targets.

4. You need to be able to update live scenarios across the board:-

While, in the past, CPM techniques meant multiple scenarios often created an explosion of data, interlinked scenarios mean you can automatically impact or link to other live scenarios by default. They allow you to focus on the assumption differences across scenarios and maintain and screen multiple scenarios. With no one yet knowing the direct impact of Brexit, interlinked scenarios are critically important to keep up to date with all possible outcomes.

Importance of crises planning in today's environment:-

Importance of crises planning in today's environment are given below:

The best way for your organization to deal with a crisis is to take the time to plan for one before it happens. A proactive approach will serve your organization and your brand well. Here are four key strategies for effective Crisis Management:

Be Prepared
Take the time to be proactive and get ahead of the story. The time spent planning for what might happen will help to streamline your response and protect your brand when a crisis happens.
- Assemble a Crisis Communications Team
- Brainstorm with your team all possible crisis scenarios – if it can go wrong, it will go wrong
- Designate a spokesperson to ensure consistency in your communication
- Train your team on what their specific response will be based on their title/role within the organization Planning ensures that everyone in your organization is on the same page making your response more effective.

Act Quickly
Get ahead of the situation as quickly as possible to help diffuse negative response. Apologize, if necessary, and communicate effectively. The longer it takes for your organization to respond, the harder it will be to overcome all negative thoughts and feelings regarding the situation.

Monitor Social Media and Other Messages:-
Keep a pulse on social media and other media outlet responses in order to stay ahead of the story. You can communicate most effectively when you know what is being said and by whom.

Be Transparent and Accountable:-
Be honest in your response. The best way to rebuild and maintain trust is to be honest and transparent throughout the situation. Acknowledge what has happened, accept responsibility, and communicate the steps your organization will take to move forward.
Crisis situations are impossible to predict and can happen at any time to any organization. Take the time to work with your team to create a best practice for these situations and have a crisis management plan in place.

Q5:- How do teams contribute to organizations? WRITE down the Usefulness and Common problems in teams.
(ANSWER)

How do teams contribute to organizations:-

Team:-

A small group of people with complementary skills, who work together to achieve a shared purpose and hold themselves mutually accountable for its accomplishment.

Teamwork:-

The process of people actively work in together to achieve common goals.

Team and teamwork roles for managers:-

- Supervisor—serving as the appointed head.
- Network facilitator—serving as a peer leader.
- Participant—serving as a helpful.
- contributing member of the team.
- External coach—serving a mentor or sponsor for team members.

Usefulness of teams:-

Usefulness of teams are given below:

- 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
  - Working together a team can apply individual perspective, experience, and skills to solve complex problems, creating new

and solution ideas that may be beyond the scope of any one individual. As well as enhancing organizations performance good teamwork benefits individuals too.

Common problems of teams:-

The common problems of teams are give below:

- Absence of **team** identity. Members may not feel mutually accountable to one another for the **team's** objectives.
- Difficulty making decisions.
- Poor communication.
- Inability to resolve conflicts.
- Lack of participation.
- Lack of creativity.
- Groupthink.
- Ineffective leadership.
- Conflict and tension.
- Not sharing information.
- No-long term thinking.
- Poor change management.
- Low engagement.
- Lack of transparency.
- Badly perceived, not delivering.
- Lack of trust. Trust is crucial to teamwork, and it starts with people knowing each other.

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?

(ANSWER)

ORGANIZATIONAL CONTROL:-

Organizational control is the process of monitoring, comparing and correcting work performance.

Source of information:-(HOW)

1) Personal observations
2) Statistical reports
3) Oral reports
4) Written reports

Sources of information for measuring performance:-

1)Personal observations:-

- Information is not filtered.
- **Personal observation** is a subset category, in which the researcher is the primary instrument for monitoring and data collection, and is widely used with ethnography. Collection can be covert or overt, participatory or not, and can vary in degree of invasiveness to the participants' lives.
- Get firsthand knowledge.

Drawbacks:-
- Subject to personal biases.
- Obtrusive
- Time consuming

2)Statistical reports:-

- A statistical report informs readers about about a particular subject or project. You can write a successful statistical report by formatting your report properly and including all the necessary information your readers need.

- Easy to visualize.
- Effective for showing relationships.

Drawbacks:-

- Provide limited information
- Ignore subjective factors.

3) Oral reports:-

- Preparation of an **Oral Report**. Match your talk to the level of expertise of your audience. The standard **oral report** consists of an introduction ("tell the audience what you are going to tell them"), a main body ("tell them"), and a conclusion ("tell them what you have told them").
- Fast way to get information.
- Alow for verbal and non verbal feedback.

Drawbacks:-

- Information is filtered.
- Information cannot be documented.

4)Written reports:-

- **written report** - a **written** document describing the findings of some individual or group; "this accords with the recent study by Hill and Dale "**report**, study. document, papers, **written** document -**writing** that provides information (especially information of an official nature).
- **Comprehensive**
- **Formal**
- **Easy to file and retrieve.**
-

Drawbacks:-

- Take more time to prepare.

Q4:-NAME various organizational sources of resistance to change.

(ANSWER)

organizational sources of resistance to change:-

there are various name of organizational sources of resistance to change are given below. But I have explain it.

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.

So, in thinking about why your idea might not work, consider the above list of resistors.

Remember, resistance to change is the norm, not the exception.

(THE END)