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SECTION: A

PROGRAM: BS,SE2

SUBJECT: PRINCIPLE OF MANAGEMENT

Question 1:

Identify sources of leader power and the tactics leaders use to influence Others

Ans:

Leader:

   A leader has an attitude that makes him different from his followers.

LEADERSHIP:

   Leadership is the influencing process of leaders and followers to achieve organizational objectives through change.

Characteristics:

Leadership:

- ✓ Involves non-coercive influence.
- ✓ Is goal directed.
- ✓ Requires followers.

Influence

- o Is the process of a leader communicating ideas, gaining acceptance of them and motivating followers to support and implement the ideas through change.
- o Motivation and Influencing is crux of leadership

Followers:

- ➢ Share leadership responsibilities through co-leadership, peer leadership.

- ➢ Teach leadership skills to subordinates.

- ➢ Set objectives.

- ➢ Influence followers to support

  organizational interests.

Change and people:

- o Leadership treats people as assets.
- o Collective efforts of people that make things happen.
- o Influencing & setting objectives & move towards change.
- o Continually change in adapting to the rapidly changing environment.

Organizational Objectives:

- Set difficult but specific goals and then direct well.

- Interest of the organization.

- Leadership occurs when followers are influenced to do what is ethical and good for company and for themselves.

Leader use to influence other:

That it is essential for every manager and leader to develop to be successful. In the process, it will create a healthier, more productive atmosphere of collaboration in the workplace, where everyone can win, and work is done effectively and efficiently. It's important to remember that you don't have to start out with a natural talent for influencing others to become effective at using these tactics. Learning is a process and the Influencing Others program will give you the tools to start developing your abilities, but it will be up to you to put in the work and continue to develop these skills on your own. It will take time and hard work to master the ability to influence others well, but it will pay enormous dividends in your life and career.

There is a few Tactics for Influencing Others:

A few influence to tactics other people or some one else.

Logic:

Convince someone by using factual, logical and step-by-step reasoning.

Inspiration:

Suggesting what may happen as opposed to fact-based reasoning. This appeals to emotions more than logic.

Participation:

Asking a number of questions where the answers will lead the other person to draw his own conclusions.

Uplift:

Making someone feel good about him/herself and start listening to you.

Deal:

Offering something in return for something. Quid pro quo (Latin) "this for that".

Favor:

Asking for something you want.

Collective:

Using the view of other people to influence someone.

Policy:

Authority is effective as a quick response to a problem. It is very blunt and sometimes provocative.

Force:

Exercising power. Always a last resort.

Question 2:

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

Ans:

Importance of contingency planning:

Planning is important for every aspect of life. It is crucial for a business because it can be great for preventing risks. In simple words, contingency plans are backup 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

Contingency plans for better and good preparation:

You can prepare for the worst in the best way possible if you know about any possible unpredictable events. You can protect your enterprise from a number of harmful and risky scenarios through efficient and preemptive planning

For good flexibility

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

For a quicker reaction

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 operatio

For preventing panic

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.

For eliminating last minute comprehension

Yu should never make decisions when you are angry or stressed. Decisions made in such circumstances can be the worst ones of your life. This can also apply to a business when it faces an unexpected and unprecedented situation.

For minimizing losses

When a business faces disruption, whether in the form of natural disaster, a power outage or even moving of office space, having a contingency plan can help in minimizing the losses in production and thereby sales.

Scenario

Scenario building can be described as a story which is based on the analysis and understanding of current and historic trends and events. It includes a consistent description of possible future situations. The development of sets of narrative scenarios helps to identify possible pathways towards a vision of the future. **Scenario** building can be done by an individual or by a stakeholder group and should focus on the main issues covered by the vision.

Advantages

Improves strategy development by making stakeholders more aware of risks and constraints

Helps think about number of possible alternative developments

Raises awareness for possible future situations and helps people to be prepared for these situations

Disadvantages

No objective way which combines all the different factors

Can get quite complex – a restriction of five scenarios keeps the process well-arranged

Focus should lie on probability rather than on desirability

Separating internal from external factors is not easy. A facilitator can help classify these fac

Goals

The process of scenario building should raise awareness of uncertainties, risks and constraints which could be encountered in the future. Examples for such constraints and risks could be illegal water use, old water network, high costs and many more issues (MORIARTY et al. 2005)

Crisis planning in today's environment:

Today's business environment requires a robust, enterprise-wide plan to deal with unexpected crises. Company reputation and brand, as well as the trust and loyalty of stakeholders, are all critical factors in the background of crisis management.

Introduction "A commitment to planning today will help support employees, customers, the community, the local economy and even the country. It also protects your business investment and gives your company a better chance for survival."[1] Never before has crisis management been more important. As recent events have shown, the business community, as well as communities at large, is vulnerable to disruptions that can be extremely costly.

The Business Case:

Cost or Survival As noted in the SHRM 2004-2005 Workplace Forecast, there is an increased focus on domestic safety and security and concern for global security.

 Challenges

 The business case comes with challenges. Organizations may be reluctant to provide the essentials—that is, total commitment by the CEO and the board (in the short and long term), allocated resources and, ultimately, ownership by every employee.

 The Human Side of Crisis

 One of the errors in crisis management planning is the tendency to focus on systems, operations, infrastructure and public relations, with people last on the list.

Question 3:

'ORGANIZATIONAL CONTROL' is the process of monitoring,

comparing, and correcting work performance

NAME How (source of information) and What we measure in the process?

 Organization control:

 The process of measuring and correcting activities (plans, organization, personnel etc.) of an organization. Controlling determines what is being tackled by evaluating the performance and if there is a deviation, by applying corrective measures so that the activities take place according to plans. Can be considered as the activity for knowing and correcting important changes in the activities that are planned

Nature of Controlling :

Where other fundamental functions of management are performed perfectly, controlling is still inevitable , for it is used to further effect some improvements. Controlling means big savings of money in operation Planning is related to controlling. The failure of planning would mean failure in controlling and the success of planning means success of controlling. Controlling alerts the manager to potentially critical problems

• Top Management – when goals are not met

• Middle and Lower Management – when the objectives are not met

Managers can use the following:

• Prevent crises

• Standardized outputs

• Appraise employees performance

• Update plans

• Protect an organization's asset

The Control Process

Controlling involves the following:

1. Establishing Standards

   standards are desired levels of performance and constitute the foundation of the process.   these serve as the criteria against which the performance is evaluated.

2. Measuring Performance Against the Established Standards
   should be both quantity and quality:
   • Quality –

Quality of output. What is produced compared to what should be produced. Parallel to effectiveness

• Quantity –

Finding out the amount or number of output. Parallel to efficiency.

• Time – Formulating the timetable for achieving certain goals at certain dates.

 • Cost - Went over of the budget or not.

3. Comparison of Actual Performance

 The core of the controlling process. Checking the actual meets the predetermined or planned performance.

4. Taking corrective action

 when and where deviation from the standards

5. occur.

 corrections and fine tuning may be necessary to improve results.

Characteristics of Control:

 The function of control is to keep work moving on schedule as planned towards the established objectives and goals. Control should meet the certain characteristics:

• Attuned to the activity

 control should reflect needs of people using them.

• Deviation must be identified quickly

 what is the use of checking the process or parts after they breakdown?

• Must be forward

Looking.

avoid historical, use of forecast and other forward looking devices.

 • Must be strategically oriented

selecting the crucial points at which control is applied.

 • Should be flexible

 permits unexpected changes or situations.

• Should be economical

 cost of controlling should not exceed the benefits of it.

 •Should easy to be understood

people should understand its purpose
   • Should indicate corrective action
who or what is causing the

Types of Control:
 There are many different types of control to be used for different purpose:

1. Control used to standardize performance
    helps to increase efficiency and decrease costs
2. Control used to safeguard company assets
    company assets must be protected from theft, vandalism, wastage and misuse.
3. Control used to standardize quality

    for specific quality level of the product.

4. Controls designed to set limits within which delegated authority can be exercised without further top management approval manuals, procedures etc.

5. Control used to measure job performance – special reports, output data etc.

6. Control used for planning and programming instructions – sales and production costs

7. Control necessary to allow top management to keep firm's various plans and program in balance – master budgets, use of outside consultants etc.

Control Methods and Systems

Two Kinds of Control Methods:

1. Behavior (or Personal) Control
   based on direct and personal surveillance.
2. Output (or Impersonal) Control
    based on measurement of output. Tracking production records and sales as example of control output.

Flexible Budgets
are designed to vary with the volume of sales or some other measure of output.
Zero-Based Budgeting
to justify an entire budget request in detail, from scratch.
Direct Observation
daily tour of the facility, annual visit to all branches
Written Reports
can be prepared on a periodic or "as necessary" basis
• Analytical – interpret the facts
• Informational – presents the facts
Audits
may be conducted by internal or external personnel Time Related Charts and Techniques – though the use of Gantt charts, PERT, CPM
Management By Objectives (MBO)
once implements, could also be used in controlling Management Information Systems – providing information in a

Accounting Concepts and Techniques as Control Devices 9 1.

1. Tests of Liquidity :

used to determine a firm's ability to meet short-term obligations and to remain solvent in the event of adversities.

2. Tests of Debt Service :

are employed to present the project's ability to meet long-term obligations.

3. Tests of Probability :
shows the operational performance and efficiency of the project.

4. Test of Total Debt Coverage:

5. Funds Flow Analysis :

employed to determine the major uses and sources of funds.

6. Tests of Operating Leverage:
    indicate how the projects employ assets for which it pays a fixed cost.
7. Test of Financial Leverage :
    present how a project employs funds which pay a fixed return.
8. Tests of Capital Investment :
    evaluate the justification for investing in the project.

Accounting Concepts and Techniques as Control Devices:

Quality Control :
deals with setting up of quality standards in advance in such areas and comparing these with actual standards
. Production Control :
aim is to produce the right product in the proper quantity and quality, at the right time and by the best and least cost methods.
Inventory Control:
excess and not maintaining adequate inventory should be balanced.
Economic Order Quantity (EOQ) :
determines the most economic level of inventory
Maintenance of Inventory :
alphabetical, mnemonics, numerical, sign, combination
Control Report :
for feedback of information.

Question 4:

NAME various organizational sources of resistance to change.

Scott Berkun has a great quote about resistance to ideas: The default state of an idea is non-adoption.

Reflecting on this quote, it useful to consider why that is so. For <u>many reasons</u>, people, in any arena, will <u>resist change</u>. That is just the way it is, so it is best to expect it.

While too many to list, there are <u>commonalities</u> between them. Here are five common sources of resistance to change:

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.

Question 5:

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

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 working 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 member

When you think about team building, you may think about the silly games you played instead of seeing the real benefits of the practice. Since its inception, team building activities have focused on interactive games that allow leaders and teams to work together on new and unusual tasks. These challenges and games are designed to allow each member of the team to serve as both a leader and as a team member.

So how does team building help organizations? The right team building builds a stronger team, strengthens relationships within the team and builds capacity in your team to achieve results

Team Building Builds Stronger Relationships
. Team members who trust one another and care about other members' successes are more productive members of a team.

Team Building Raises Employee Morale

Perhaps most importantly, team building raises employee morale and builds enthusiasm. It builds individual self-esteem and encourages others to offer compliments and praise. The team that cheers together - achieves together.