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**Q No.1:** Identify sources of leader power and the tactics leaders use to influence others?

**Answer:** The five sources of a leader's power

**Expert Power:** When a leader has significant domain knowledge/skills. E.g. an expert accountant influences how junior accountants go about their tasks.

**Positional Power:** Comes when a leader has a legitimately held position of authority. E.g. typically, the CEO of an organization has the highest positional 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.

**Coercive Power:** This is felt when a leader creates the perception of a threat. E.g. a leader has coercive power if her followers believe that she will initiate disciplinary action.

**Personal Power:** Influence gained by persuasion. E.g. a manager may have to rely on nothing more than a friendly please and thank you for an employee to perform a task.

**Explanation:**

**Expert Power:**

It is the esoteric nature of the professional's subject matter that means most superiors or colleagues don't possess the same applicable knowledge or judgment as you, even if you have no formal authority on the subject. Therefore your word

on your subject carries weight and has the means to influence the outcome of decisions where it applies. For example, a programmer can influence the design of a niche application because of their knowledge of a codebase, and a support engineer can influence how a support process operates because they are known to be the best at supporting that function.

Use expert power when...

You have a genuine expertise in a subject

Or you have access to resources within your control who do

Don't use expert power when...

You're unsure of your competence in a subject.

### **Positional Power:**

Positional power is gained by a person's role in their organization. In many organizations a grading system is used to position an employee, or it may be evident in an organization chart. However your organization elevates its employees in the structure, positional power is a function of one's formal authority. It's being the boss. As the boss you can decide who does what job and who goes where. As the formal authority, you have influence because you have been given the accountability for that department or function.

### **Reward Power:**

One has reward power if you have the potential to influence the actions or behaviors of others if you have control over desired resources, such as salary benefits, human resources or capital. In essence, it is due to your ability to offer incentives. For example, a leader of a programming team can increase productivity in their team by offering benefits like new programming tools or a team outing to paintball. A common practice in many organizations with a salesforce is to offer places at a sales conferences in exotic locations. It is sometimes as simple as a leader offering affiliation with themselves, such as meetings over coffee or public recognition.

### **Coercive Power:**

Coercion is a potential to influence others by sanctions or other negative action. For example, an engineer works longer hours unpaid because their performance review is due with her leader. It is a product of fear of loss.

Coercion is not always the same as a threat, which is a direct and deliberate action of coercion. Indirect coercion can be due to a perception by the engineer, in the above example, that a threat is in place, even if a threat had never been expressed by their leader. Another example is where a designer compromises on a design to align to their leader's personal motives, where the leader is known to have a temper and short-fuse.

### **Personal Power:**

Personal power is created by strong relationships between a leader and her followers. It is the potential influence that you have due to the quality of this bond; a product of trust and affiliation. A business analyst will accept the influence and decision of his leader if he believes his motives are aligned to their shared values. Personal power begins when two or more people have rapport and build upon their relationship. The more that the follower sees good in the actions of the leader, the more personal power the leader will possess over the follower. Personal power is synonymous with friendship.

**Q No. 2:** Describe and explain the importance of contingency planning, scenario building, and crisis planning in today's environment?

### **Answer: Contingency Planning:-**

Contingency planning defines company responses to be taken in the case of setback, emergencies or unexpected conditions. Contingency planning is most often undertaken when there is a specific threat or hazard and it is not known exactly how that threat will actually impact. In order to develop Contingency plans, manager first of all identify important factors in the environment such as possible declining market, economic downturn, increase in cost of production etc. Then after this, manager forecast a range of alternative responses to the high impact contingencies focusing on the worst case. This helps manager to prepare themselves proactively for unexpected condition.

### **Scenario Planning:**

In simple terms, an organization might come up with three or four future scenarios, both good and bad. By studying imagined positive and negative outcomes, it can make real decisions about the future--whether that's next week or years from now.

Scenarios are stories about how the future might unfold for our organizations, our communities, and our world. Scenarios are not predictions.

Rather, they are provocative, plausible, and data-rich accounts of how relevant external forces -- such as the future political environment, scientific and technological developments, social dynamics, and economic conditions -- might interact and evolve, providing our organizations with different challenges and opportunities. The purpose of scenario planning is to stretch our thinking about emerging changes and the opportunities and threats that the future might hold.

The following six steps for creating an effective scenario plan are quoted when Money is Tight:

- What is the question? What keeps you up at night?
- What don't you know? What are the strategic uncertainties (ex. how long a recession will last) about which you need more information?
- Gather the necessary information
- Explore broad trends (ex. social dynamics, economic forces, political issues, technological developments)
- Write stories to illustrate what the world will look like if the worst--or best--happens
- Test strategic choices. How will they play out in the context of the scenarios you've written?

### **Crisis Management:**

A Crisis Management Plan is a set of processes to manage a wide range of crises, from health and safety incidents to business disruptions to reputational damage. This includes emergency response plans, crisis communications plans and the steps to invoke a Business Continuity Plan and/or a Disaster Recovery Plan when applicable.

A good Crisis Management Plan should cover as much contingency as possible. Certainly, your IT staff will have a major role when the crisis involves your IT infrastructure. However, everyone in a business will have some role to play in recovering from a crisis, no matter how big or small.

Even staff not involved in the actual recovery will need to be kept up-to-date to know how they can continue with their jobs. Directly involved staff will need to

know their roles in the recovery and any pertinent time frames for completing their tasks.

The best way to handle any crisis you face is to have a Crisis Management Plan in place that will help you deal with the fallout. Here is a 3-step approach you can take to create and implement a solid Crisis Management Plan:

**Step 1**

Create a Crisis Management Plan that provides a framework for responding to any crisis, such as the ones mentioned above: health and safety incidents, business disruptions or reputational damage.

**Step 2**

Establish a hierarchy of crisis management teams to expedite crisis assessment and response.

**Step 3**

Prepare a Crisis Communications Strategy to respond quickly and appropriately to a crisis and minimize any reputational damage to your company.

**Q No.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?

**Answer:**

### **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 key steps:

1. **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.
2. **Measure actual performance**. Most organizations prepare formal reports of performance measurements that manager's 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.
3. **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.
4. **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.

These steps must be repeated periodically until the organizational goal is achieved.

**Q No.4:** NAME various organizational sources of resistance to change?

The sources of resistance to change are following:

**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. 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.

**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. 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 losses.

**3. 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.

**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. 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.

**6. Unanticipated repercussions:**

Because the organization 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 behavior and supervisors may resist this change even if they initially supported the concept of job enrichment by redesigning the jobs.

**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.



**Q No. 5:** How do teams contribute to organizations? WRITE down the Usefulness and Common problems in teams?

**Answer:**

• **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.

**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.