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Section	B
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Question no: 1

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

Answer:

Power is a force of influence and authority. Most leaders wield power, but how power is manifested and used often differs between leaders.

Where does a leader get power from? Or do a leader's followers give it to them? Well it's both. In this post, we'll be looking at the five different sources of power a leader can use, with some advice on when these powers should be used, and perhaps when not.

The five sources of a leader's power come from distinctly different sources. Here's an overview:

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

So now we will look at each of these sources of power and consider when they could be used, and when it's not appropriate to use them...

Question no: 2

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

Answer:

Contingency Plans

Specific Situations - unexpected conditions

- Identify Uncontrollable Factors*
- Economic turndowns*
- Declining markets*
- Increases in costs of supplies*
- Technological developments – Safety accidents*
- Minimize Impact of Uncontrollable Factors*

– *Forecast a range of alternative responses to most-likely high-impact contingencies*

- *importance of contingency*
- *The purpose of a contingency plan is to allow an organization to return to its daily operations*
- *As quickly as possible after an unforeseen event. The contingency plan protects resources,*
- *minimizes customer inconvenience and identifies key staff, assigning specific responsibilities*
- *In the context of the recovery. For example, human resources may develop employee evacuation plans;*
- *support employee benefits programs, such as health care or worker's compensation; or hire temporary □ Workers as needed.*
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- *Building Scenarios*
Looking at trends and discontinuities and imagining possible alternative futures to build a framework within which unexpected future events can be managed
Forces managers to rehearse mentally what they would do if their best-laid plans were to collapse

- *Importance of Building Scenarios*
- *Scenario planning allows you to see the future of your business by taking into account the impact of*
- *Certain variables on your cash. Failing to plan for certain scenarios may not always lead to disaster,*

- *But it can leave the door open to increased risk and missed opportunities.*

- *Crisis Management Planning*
Sudden - Devastating –Require Immediate Response

- *Prevention*

– *Build trusting relationship with key stakeholders – Open communication*

□ *Preparation*

– *Crisis Management Team*

– *Crisis Management Plan*

– *Establish an Effective Communications system*

- *Containment*

- *Importance of Crisis Management Planning*

• *The importance of crisis management is being increasingly recognized in the researcher's world as*

• *A field of study that has direct impact on businesses. Businesses want to know how to implement crisis*

- *Management strategies that can save them from disasters that are sometimes unforeseeable.*

Question 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 Process of Control*
 1. *Measuring actual performance*
 2. *Comparing actual performance against a standard*
 3. *Taking action to correct deviations or inadequate standards*



Measuring: How and What We Measure

- ***Sources of Information (How)***
 - ***Personal observation***
 - ***Statistical reports***
 - ***Oral reports***
 - ***Written reports***
- ***Control Criteria (What)***
 - ***Employees***
- ***Satisfaction***
- ***Turnover***
- ***Absenteeism***
- ***Budgets***

- *Costs*
- *Output*
- *Sales*

Sources of Information for Measuring Performance

	Benefits	Drawbacks
Personal Observations	<ul style="list-style-type: none"> • Get firsthand knowledge • Information isn't filtered • Intensive coverage of work activities 	<ul style="list-style-type: none"> • Subject to personal biases • Time-consuming • Obtrusive
Statistical Reports	<ul style="list-style-type: none"> • Easy to visualize • Effective for showing relationships 	<ul style="list-style-type: none"> • Provide limited information • Ignore subjective factors
Oral Reports	<ul style="list-style-type: none"> • Fast way to get information • Allow for verbal and nonverbal feedback 	<ul style="list-style-type: none"> • Information is filtered • Information can't be documented
Written Reports	<ul style="list-style-type: none"> • Comprehensive • Formal • Easy to file and retrieve 	<ul style="list-style-type: none"> • Take more time to prepare

Comparing Actual Performance Against the Standard

- *Determining the degree of variation between actual performance and the standard*
- *Range of variation - the acceptable parameters of variance between actual performance and the standard.*

Question no: 4

NAME various organizational sources of resistance to change.

Answer:

Change originates in either the external or internal environments of the organization .external sources include the political, social technology or economic environment, externally Motivated change may involve government action technology development competition, social values and economic variable

1 Inertia: existing relations, satisfaction with the status quo, laziness ad 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 no: 5

Answer:

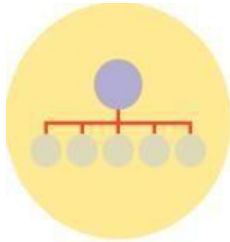
How do teams contribute to organizations? WRITE down the Usefulness and Common problems in teams

How do teams contribute to organizations?

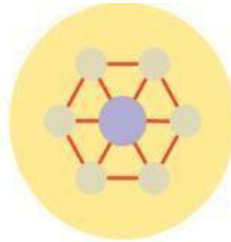
- ***Team – A small group of people with complementary skills, who work together to achieve a shared purpose and hold themselves mutually accountable for performance results.***
- ***Teamwork – The process of people actively working together to achieve common goals***

- ***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***

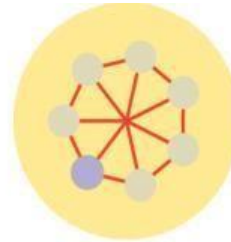
- *External coach* — serving as the external convenor or sponsor of a problem-solving team staffed by others



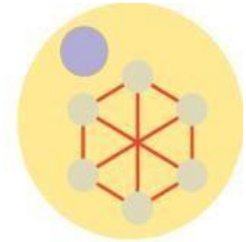
Supervisor



Network facilitator



Helpful participant



External coach

How managers get involved with teams and teamwork

What can go wrong in teams?

- *Social loafing* – “Free riders” who slack off because responsibility is diffused and others are present to do the work.
- *Common problems:* – Personality conflicts – Differences in work styles – Task ambiguity – Poor readiness to work

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* □ *Seven sins of deadly meetings:*

- *People arrive late, leave early, and don't take things seriously*
- *The meeting is too long*
- *People don't stay on topic*
- *The discussion lacks candor*
- *The right information isn't available, so decisions are postponed*
- *No one puts decisions into action*
- *The same mistakes are made meeting after meeting*

Formal teams

- *Officially recognized and supported by the organization*
- *Specifically created to perform essential tasks*
- *Managers and leaders serve "linking pin" roles* *Informal groups*
- *Not recognized on organization charts*
- *Not officially created for an organizational purpose*
- *Emerge as part of the informal structure and from natural or spontaneous relationships among people*
- *Include interest friendship, and support groups*
- *Can have positive performance impact*
- *Can help satisfy social needs*

