

# Management

[Business](#), [Management](#)



Management A. Why are both position and personal power essential in the management? Power is one's ability to influence or induce the behavior of another person or groups. Personal power is informally derived while position power is derived formally. Leaders or managers use the personal powers as they are not given enough authority (Position power) to complete the tasks. A manager using his personal power may fire the employee when he looks no improvement in the employee's performance. Leaders also know that they have no power to influence the groups and use their personal powers. Position power comes from the organization, and managers use the rights given by the organization. Position power of a manager is to fire, hire, veto the proposal and impose the decisions. Leaders influence people by allocating rewards (Szewczak and Snodgrass, 16-17). B. Define the term "groupthink" and identify its symptoms. Provide at least four ways teams can avoid groupthink. Groupthink is the tendency to lose the critical evaluative potential of large cohesive groups. The following symptoms of groupthink are more common in a decision making team. Members in the team assume team is beyond the attack and also good for criticism. Disconfirming data and unpleasant rationalizing. Members of a team act as they are right and have above reproach. Teams' member refuse to tolerate those who suggest that team is wrong. Avoidance of groupthink Encourage the team members and shares viewpoints with them and also assign a very critical role to each member of a team. Creation of subset teams is also suggested which work on the same problems. Also share their proposed solution. Outsider experts must be invited to observe the activities of team members and their reaction to team decisions and processes (Schermerhorn). C. What are four errors

managers might make when trying to give constructive feedback to others?

A manager fails to give an adequate feedback to their employees on their performance. A manager may give the negative feedback, and employee wonders why manager acts in the same way. Employee waits for performance appraisal when a manager gives feedback. Recent performance is overemphasized by managers. This is not an accurate assessment when managers review the performance of the employees. Some of the managers give a negative feedback, and do not give a constructive criticism for improvement in performance of employees. Managers also make a mistake when they talk more than listening others in the performance appraisal (Johnson). D. How do cohesiveness and performance norms together influence team performance? Performance of an overall team is influenced by a high cohesion and conformity to norms. It occurs only in the best case scenario. Group members work to accomplish the task and also experience a satisfaction with other members of a team. In the worst case, scenario there is a strong commitment to the negative norms and results into a low performance of a team (Schermerhorn). E. What is the difference between substance and relationship goals in negotiation? In a negotiation, relationship goals and substance are important. Substance in a negotiation is related with contents of the negotiation. For example, an agreement between employer and a candidate on final salary. On the other hand, relationship goals deal with the quality of an interpersonal relationship among the parties of a negotiation. It is also important that negotiating parties may work in the future. For example, there is a poor relationship in a negotiation of labor management; the problem may occur in future

(Schermerhorn). Work Cited Johnson, A. Performance Appraisals: The 5 biggest mistakes managers make and how to avoid it, Available from <http://www.businessknowhow.com/manage/performance-appraisal.htm#> (2012). Schermerhorn, R. J. Management, (2009) Wiley & Sons Limited. Szewczak. E. and Snodgrass, C. Managing the Human Side of Information technology, 2002. Idea Group Inc.