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True / False Questions

1. People might gain power by convincing others that they have something of value.
   True   False

2. Power is the act of changing another person's attitudes and behavior.
   True   False

3. Power does not exist until the power holder actually applies power to influence someone else.
   True   False

4. Power is defined as influence in motion.
   True   False

5. Countervailing power refers to the power that the dominant person in a relationship uses as a backup when the primary source of power fails to work as planned on the dependent person.
   True   False

6. In any relationship, both parties have some degree of power over the other.
   True   False

7. Legitimate power is created whenever the organization assigns a supervisor formal authority over subordinates.
   True   False
8. Legitimate power is an agreement between people that one person has the right to request specific behaviors from the other person.
True  False

9. Employees with low power distance are more likely to comply with legitimate power.
True  False

10. Subordinates have reward power over their bosses through 360-degree feedback systems.
True  False

11. Peer pressure typically represents a form of coercive power.
True  False

12. Employees are losing their expert power as society moves from an industrial to a knowledge-based economy.
True  False

13. Referent power is mainly developed through a person's interpersonal skills.
True  False

14. The wheel formation information flow structure prevents employees from gaining power through information control.
True  False

15. The all-channels information flow structure is difficult to maintain because it conflicts with knowledge management.
True  False
16. The right to control information flow in the organization is a form of legitimate power.  
   True   False

17. Prevention, forecasting and absorption are three contingencies of power in organizations.  
   True   False

18. Some employees and departments gain power by forecasting uncertainties in the organization's environment.  
   True   False

19. Three general strategies to help organizations cope with uncertainty are prevention, creation and deception.  
   True   False

20. The four contingencies of power include substitutability, visibility, referent and utilitarian.  
   True   False

21. An employee's ability to influence others increases as the source of his or her power becomes more substitutable.  
   True   False

22. By avoiding written documentation of how to operate equipment or serve customers, employees are maximizing their expert power through non-substitutability.  
   True   False

23. Professions gain power in the marketplace by reducing their substitutability through the control of tasks and knowledge.  
   True   False
24. People have more power when their actions quickly affect many other people throughout the organization.
True False

25. First-line supervisors may have legitimate, reward and coercive sources of power, but their actual power is often limited by a lack of discretion.
True False

26. Displaying one's diplomas and degrees on office walls is one way professionals increase their visibility.
True False

27. Playing the "face game" instead of working productively behind closed doors is a strategy for gaining increased visibility at work.
True False

28. Even though you should be visiting clients most of the time, you make a point of stopping by the office each day so your boss sees that you are working. This increases your power by increasing your centrality.
True False

29. Networking helps to increase a person's expert power and centrality.
True False

30. Networking is a form of influence that tends to increase the individual's expert and referent power.
True False
31. Networking increases one's socialistic capital.  
   True   False

32. Networking can potentially leverage a person's power by increasing the person's visibility and centrality.  
   True   False

33. Women have difficulty getting into senior management because they are usually excluded from male networks.  
   True   False

34. A good strategy for women who want to network is to learn how to play golf.  
   True   False

35. Research suggests that as people become more powerful they are less goal oriented and become more focused on gaining additional power.  
   True   False

36. Studies have found that people with power over others have more difficulty empathizing.  
   True   False

37. People who have more power over others tend to engage in more automatic rather than mindful thinking.  
   True   False

38. Influence is an essential process in organizations through which people coordinate their effort.  
   True   False
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39. One feature of influence is that it operates down the corporate hierarchy but not up or across that hierarchy.
   True  False

40. Silent authority, assertiveness, and exchange are three sources of power.
   True  False

41. Exchange, ingratiation, and persuasion are considered hard influence tactics.
   True  False

42. Silent authority and deference to authority are related concepts.
   True  False

43. Extreme forms of assertiveness include blackmailing colleagues.
   True  False

44. A coalition gains power by symbolizing the legitimacy of the issue supported by the coalition.
   True  False

45. A coalition attempts to influence people outside the group by pooling the resources and power of its members.
   True  False

46. Upward appeal is not considered a type of influence tactic.
   True  False
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47. Persuasion is the most common form of influence in high power distance cultures.
True  False

48. People are more persuasive when they rely on logical arguments and avoid emotional appeals.
True  False

49. When the issue is extremely important to listeners, the speaker's personal characteristics are more important than the message content in persuading listeners.
True  False

50. Persuasion generally works better in face-to-face interaction than through email or written letters.
True  False

51. In persuasive communication, the inoculation effect involves warning listeners that others will try to influence them in the future and that they should be aware of the opponent's arguments.
True  False

52. Exaggerating one's resume is categorized within the influence strategy of persuasion.
True  False

53. Impression management is a common strategy for people trying to get ahead in the workplace.
True  False
54. Because impression management is inherently unethical, it is discouraged by career professionals.
True  False

55. How we dress and the way we behave politely towards others represents a type of influence strategy.
True  False

56. Negotiation and the norm of reciprocity are associated with the influence process of exchange.
True  False

57. Soft influence tactics such as persuasion tend to build compliance rather than commitment to the influencer's request.
True  False

58. People who have expertise tend to have more influence using persuasion.
True  False

59. The most appropriate influence tactic depends in part on the influencer's power base and position in the organization.
True  False

60. Research indicates that ingratiation is more commonly used by managers in high power distance cultures than by managers in low power distance cultures.
True  False
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61. Supervisors who use ingratiating and impression management tactics tend to lose the respect of their staff.
   True    False

62. The preferred influence tactics vary across cultures.
   True    False

63. Organizational politics refers to any use of power to influence others.
   True    False

64. Organizational politics occurs when someone attempts to influence others for the purpose of promoting personal interests.
   True    False

65. Organizational politics can result in lower job satisfaction, and high levels of work-related stress.
   True    False

66. Organizational politics flourish when resource allocation decisions are ambiguous and complex with no formal rules.
   True    False

67. Organizational leaders can minimize organizational politics by making decision rules more complex and ambiguous.
   True    False
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68. Organizational politics tends to increase in situations where decisions become routine and programmed.
   True   False

69. Machiavellian values help employees to recognize and avoid using political tactics in organizational settings.
   True   False

70. People with an internal locus of control and strong Machiavellian values are more likely to engage in organizational politics.
   True   False

71. Establishing a free flow of information and using effective change management practices help to minimize organizational politics.
   True   False

Multiple Choice Questions

72. In organizational settings, power is defined as:
   A. the practice of trying to influence another person.
   B. the capacity to influence others.
   C. the act of changing another person's attitudes and behaviors.
   D. the extent to which one person is required to follow another person's commands even though he or she does not want to follow those commands.
   E. any situation where one person is dependent on another person, who is not at all dependent on the first person.
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73. Power is _____, whereas influence is ______.
   A. good, bad
   B. weak, strong
   C. potential, behavior
   D. apparent, hidden
   E. intended, unintended

74. The capacity to influence others in organizational settings is known as:
   A. politics.
   B. the inoculation effect.
   C. impression management.
   D. Machiavellianism.
   E. power.

75. The capacity to influence others in organizational settings is known as:
   A. organizational politics.
   B. the inoculation effect.
   C. impression management.
   D. Machiavellianism.
   E. organizational power.

76. Which of the following statements about power is FALSE?
   A. Power exists only when the dependent party is aware that the power holder controls valued resources.
   B. Power requires interdependence in the relationship.
   C. Power is the capacity to influence, rather than the actual practice of influencing others.
   D. Power exists only when one person has something of value for a second person, but the second person has nothing of value for the first person.
   E. People sometimes gain power by convincing others that they have something of value for them.
77. Which of the following statements about countervailing power in organizational relationships is TRUE?
A. Countervailing power is like an umbrella; it prevents anyone else from having any power over you.
B. Countervailing power is used by the stronger party to prevent the weaker party from leaving the relationship.
C. Countervailing power is the weaker party's power to maintain the stronger party's continued participation in the relationship.
D. Countervailing power is one of the ways that people have power by coping with uncertainty.
E. Countervailing power is a personality characteristic of people who crave power.

78. Countervailing power refers to:
A. a second source of power held by the power holder in case the main source of power is ineffective.
B. the initial feeling of power employees experience when they are given more freedom and control over their jobs.
C. the capacity to keep someone who is more powerful than you exchanged in the relationship.
D. a method of measuring the number of times an employee uses his or her power each day.
E. the ability of a person or department to gain more power through unethical organizational politics.

79. The power that the dependent party has over the dominant party in order to maintain the exchange relationship is known as:
A. countervailing power.
B. substitutability.
C. reverse dependence.
D. visibility.
E. legitimate power.

80. Which source of power originates from the powerholder's own characteristics?
A. Legitimate power
B. Coercive power
C. Expert power
D. Reward power
E. All of the above
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81. Legitimate, referent, and expert are:
A. different types of organizational politics.
B. different outcomes of sexual harassment.
C. different sources of organizational power.
D. different types of substitutability.
E. different contingencies of organizational power.

82. Which of the following is NOT a distinct source of power?
A. Legitimate
B. Centrality
C. Referent
D. Coercive
E. Expert

83. Which of the following is one of the five main sources of power?
A. Discretion
B. Visibility
C. Substitutability
D. All of the above
E. None of the above

84. A 360-degree feedback system gives employees which source of power over their bosses?
A. Referent
B. Reward
C. Legitimate
D. Expert
E. 360-degree feedback is not a source of power for employees over their bosses.

85. A manager's legitimate power over subordinates exists when:
A. the organization grants formal authority over the employees.
B. the manager is able to reward or punish the employees.
C. employees agree to let the manager have power over them.
D. employees are blinded by the manager's charisma.
E. both 'A' and 'C'.
86. Which source of power can supervisors potentially have over their employees?
A. Legitimate power
B. Coercive power
C. Expert power
D. All of the above
E. None of the above.

87. Employees are more likely to comply with a supervisor's legitimate power when:
A. the employees have a high power distance value.
B. the power holder gives orders outside the employees' normal role requirements.
C. the company encourages people to disobey orders that interfere with their work.
D. the employees have a low power distance value.
E. both 'B' and 'C' are true.

88. Which of these statements about legitimate power is FALSE?
A. Legitimate power depends on more than job descriptions.
B. Employees in the high power distance culture tend to have higher obedience to authority.
C. Your boss's power to make you work overtime partly depends on your agreement to this power.
D. Some people are less obedient than others to authority, particularly those who value conformity and tradition.
E. All employees have some degree of legitimate power.

89. Which source of power is derived from the person's ability to control the allocation of rewards valued by others and to remove negative sanctions?
A. Reward power
B. Legitimate power
C. Referent power
D. Expert power
E. Coercive power
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90. Employees have ______, ranging from sarcasm to ostracism, to ensure that coworkers conform to team norms.
   A. reward power
   B. legitimate power
   C. referent power
   D. expert power
   E. coercive power

91. As our society moves from an industrial to a knowledge-based economy, employees are gaining
   A. reward power.
   B. legitimate power.
   C. referent power.
   D. expert power.
   E. coercive power.

92. Employees have more expert power today than a few decades ago because:
   A. fewer people now attend university than a few decades ago.
   B. referent and legitimate power are no longer valued in organizations.
   C. society is shifting from an industrial to a knowledge-based economy.
   D. employers have a higher power distance than in the past.
   E. of none of the above explanations.

93. As organizations rely increasingly on knowledge rather than on machines and physical resources as the means of production, employees:
   A. are gaining expert power in the workplace.
   B. are losing any power in the labor market.
   C. are gaining more referent power in the workplace.
   D. are becoming more tolerant of their boss's legitimate power.
   E. are becoming less willing to use organizational politics to get their way.
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94. Employees have ______, when others identify with them, like them, or otherwise respect them.
A. reward power
B. legitimate power
C. referent power
D. expert power
E. coercive power

95. Which of these sources of power originates mainly from the person rather than the position?
A. Referent power
B. Legitimate power
C. Coercive power
D. Reward power
E. All of the above

96. Referent power is typically associated with:
A. reward systems.
B. educational systems.
C. knowledge management.
D. peer pressure.
E. charisma.

97. Until recently, a large sales organization gave supervisors all key information for further distribution to their employees. But with the introduction of a company intranet and other information technologies, this information is now mostly available directly to employees. By distributing corporate information directly to employees rather than through their supervisors, the company has:
A. increased the legitimate power of supervisors.
B. decreased the information power of supervisors by moving to an all-channel formation of information flow.
C. increased the centrality of supervisors.
D. decreased the company's ability to cope with uncertainty.
E. increased the information power of supervisors by moving to a wheel.
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98. A clothing manufacturer has been very successful in the marketplace because one of its designers has a keen ability to determine what styles young people will want to wear over the next year or two. The designer's ability to understand the fashion preferences of young customers is highly valuable because clothing tastes change quickly and manufacturing too much unwanted product can put the company out of business. In terms of power, this designer has organizational power mainly because she:
A. copes with uncertainty through forecasting.
B. has plenty of coercive power.
C. has plenty of referent power.
D. leverages power through an all-channel information flow rather than the wheel formation.
E. copes with uncertainty through absorption.

99. Three general strategies for coping with uncertainty include:
A. visibility, discretion, prevention
B. visibility, immediacy, pervasiveness
C. prevention, forecasting, absorption
D. discretion, immediacy, prevention
E. none of the above

100. Which of the following is NOT a strategy for coping with uncertainty?
A. Prevention
B. Substitution
C. Forecasting
D. Absorption
E. None of the above is a strategy for coping with uncertainty.

101. An employee has power in the organization only when he or she:
A. has the authority to influence others.
B. possesses all five sources of power.
C. has one or more contingencies of power.
D. has one or more sources of power.
E. possesses one or more sources of power and the contingencies support that power base.
102. Which of the following would potentially increase someone's power through non-substitutability?
A. Avoiding documenting unique knowledge about organizational processes.
B. Increasing the number of people affected by your work.
C. Increasing the amount of autonomy granted to you to accomplish your work.
D. Using impression management strategies to increase your popularity with colleagues.
E. All of the above

103. Which of these refers to availability of alternatives?
A. Visibility
B. Substitutability
C. Centrality
D. Discretion
E. Referent power

104. In most countries, a national accounting profession controls access to the profession while legislation prevents anyone other than its members from auditing public corporations. These conditions increase the accounting profession's power through which of the following?
A. Visibility
B. Non-substitutability
C. Centrality
D. Discretion
E. Referent power

105. By going on strike at a critical time in the company's business cycle, unions are mainly applying which contingency of power?
A. Visibility
B. Non-substitutability
C. Centrality
D. Discretion
E. None of the above
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106. Which of these refers to the degree and nature of interdependence between the powerholder and others?
A. Visibility
B. Substitutability
C. Centrality
D. Discretion
E. Expertise

107. Your team has been put in charge of a major project involving a client. Although the organization has many clients, this is the largest source of revenue and affects the work of several other teams in the organization. The project requires continuous involvement with the client, so any problems with the client are immediately felt by others in the organization. According to the model of power, your team has:
A. very little power in the organization
B. a high degree of centrality
C. a high degree of substitutability
D. a low level of visibility
E. a lot of referent power

108. Which of the following is a contingency of power?
A. Coercive
B. Legitimate
C. Referent
D. All of the above
E. None of the above

109. Which of the following is a contingency of power?
A. Legitimate
B. Referent
C. Visibility
D. All of the above
E. None of the above
110. A new employee in the finance department prominently displays diplomas and past awards indicating his financial expertise. What contingency of power is this person trying to increase?
A. Counterpower
B. Non-substitutability
C. Centrality
D. Discretion
E. Visibility

111. The CEO of a large organization once commented how, earlier in his career, he rented expensive artwork and displayed it in his office. 'Top management would drop by my office and immediately get a sense that I was sophisticated and professional', the CEO explained. 'I believe the artwork helped me to get promoted.' The artwork helped this executive gain power:
A. because he and his artwork were not substitutable.
B. by increasing his coercive power in the organization.
C. by making everyone else's sources of power less relevant to the organization.
D. through visibility.
E. by decreasing his centrality in the organization.

112. A software engineer was able to get placed into the group working on the most critical part of a new software program. She also made a habit of arriving at work around 5 a.m., knowing that some of the top corporate leaders would arrive that early once in a while. This software engineer's actions increased her power mainly through:
A. decreased non-substitutability.
B. increased legitimate power.
C. increased coercive power.
D. increased discretion.
E. increased visibility.

113. According to the textbook, networking potentially increases a person's power by:
A. increasing the person's legitimate power.
B. decreasing the person's centrality.
C. increasing the person's referent power.
D. doing all of the above.
E. doing only 'A' and 'C'.
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114. Jason is effective at forming friendships with other people in the organization. Over time, he becomes well known and respected by numerous people in key positions in the organization. Through his networking, Jason has:
A. increased his level of Machiavellianism.
B. reduced his centrality.
C. increased his coercive power.
D. increased his referent power.
E. reduced his visibility.

115. By engaging successfully in networking, employees increase their:
A. expert power.
B. centrality.
C. visibility.
D. all of the above.
E. only 'B' and 'C'.

116. Employees who engage in networking tend to:
A. be less powerful in the long run.
B. develop their referent power.
C. have a low level of Machiavellianism.
D. develop their legitimate power.
E. develop both their referent and legitimate power.

117. What types of power do people tend to gain through networking?
A. Legitimate and referent power
B. Expert and reward power
C. Referent and expert power
D. Legitimate and reward power
E. Networking has no known effects on an employee's sources of power.
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118. Which of these is the most common form of influence in high power distance cultures?
A. Silent authority
B. Referent
C. Assertiveness
D. Exchange
E. Expert

119. Which of the following is NOT identified in the textbook as a form of influence?
A. Ingratiation
B. Upward appeal
C. Persuasion
D. Visibility
E. Information control

120. Exchange and ingratiation are:
A. two sources of power.
B. indicators that a person lacks power due to low centrality.
C. the only two political tactics that are equally common among men and women in organizational settings.
D. relatively uncommon practices in Western countries.
E. two forms of influence.

121. Which of the following is NOT identified in the textbook as a form of hard influence tactics?
A. Assertiveness
B. Upward appeal
C. Persuasion
D. Coalition forming
E. Information control
122. Which of the following is considered a "hard" or "forceful" influence tactic?
A. Ingratiation
B. Assertiveness
C. Impression management
D. Exchange
E. All of the above are described as "hard" or "forceful" tactics.

123. Which of the following is a form of soft influence tactics?
A. Ingratiation
B. Upward appeal
C. Coalition forming
D. Silent authority
E. Information control

124. ________ might be called vocal authority because it involves actively applying legitimate and coercive power to influence others.
A. Ingratiation
B. Upward appeal
C. Persuasion
D. Assertiveness
E. Information control

125. A supervisor pushes employee performance by constantly checking their work and reminding them of their deadlines. This supervisor is mainly using which form of influence?
A. Legitimate
B. Silent authority
C. Referent
D. Assertiveness
E. Persuasion
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126. Which of the following is an example of the influence tactic of forming coalitions?
A. A group of employees band together to show management that they collectively demand that the company purchase new computer equipment.
B. Airline employees threaten to go on strike just a few weeks before the company begins its busiest season and most profitable part of the year.
C. A new executive immediately posts her diplomas and awards on the office wall for others to see.
D. To demonstrate that cost overrun errors aren't due to production employees, the production manager privately shows senior executives examples of how the marketing manager makes mistakes on orders.
E. None of these involves forming coalitions.

127. Forming a coalition:
A. is typically part of the manager's job description.
B. takes advantage of situations where who you know is more important than what you know.
C. causes the decision to become more complex and ambiguous.
D. increases the legitimacy of the coalition's desired outcome.
E. more effectively communicates weaknesses with opposing positions.

128. Krystal's boss in the accounting department initially rejected her proposal for a new budgeting process. So Krystal spoke to and received support from the heads of two departments that would benefit from the proposed budgeting process. She also found support from several co-workers in the accounting department because they believed the new budgeting process would be simpler and fairer. When Krystal's boss realized that several key people supported the new budgeting system, he reluctantly agreed to test it in a pilot project. What form of influence is Krystal mainly using here?
A. Silent authority
B. Coalition formation
C. Assertiveness
D. Impression management
E. Both 'B' and 'C'
129. A senior executive wants to introduce a new reward system for salespeople. To support this change, the executive retained a consultant to determine the benefits of the reward system for salespeople in this organization. However, the consultant's report determined that the reward system would not work well for a variety of reasons. After reading the report, the executive discarded it without notifying others of its existence. Meanwhile, the executive continued to push for the reward system. What influence tactic did the executive use?
A. Controlling information
B. Exchange
C. Forming coalitions
D. Cultivating networks
E. Persuasion

130. Which of the following is an example of the influence tactic of controlling information?
A. A new executive immediately posts his diplomas and awards on the office wall for others to see.
B. To demonstrate that cost overrun errors aren't due to production employees, the production manager privately shows senior executives examples of how the marketing manager makes mistakes on orders.
C. The vice-president of marketing deliberately places an issue that she dislikes near the bottom of next meeting's agenda (rather than near the top) so there is less chance the meeting will have time to address that issue.
D. To increase the chances of promotion to a more senior job in the company, an employee exaggerates to management about his role on the executive of a non-profit group.
E. Airline employees threaten to go on strike just a few weeks before the company begins its busiest season and most profitable part of the year.

131. Which of the following is the LEAST forceful influence tactic?
A. Ingratiation
B. Assertiveness
C. Upward appeal
D. Exchange
E. Machiavellianism
132. Flattering your boss and helping co-workers with their work:
A. are NOT forms of influence.
B. are two sources of power.
C. are two ingratiation activities.
D. are forms of silent authority and upward appeal, respectively.
E. are two political tactics that are NOT influence strategies.

133. Ingratiation includes which of the following?
A. Flattering your boss.
B. Helping co-workers with their work.
C. Seeking advice from other people.
D. All of the above.
E. Only 'B' and 'C' are examples of ingratiation.

134. Which of these tactics tend to generate resistance or at best compliance from people?
A. Exchange
B. Assertiveness
C. Coalition formation
D. Ingratiation
E. only 'B' and 'C'

135. _______ is part of a larger influence tactic called _______.
A. Persuasion, upward influence
B. Ingratiation, impression management
C. Upward appeal, persuasion
D. Persuasion, ingratiation
E. Impression management, persuasion
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136. Which of the following are forms of impression management?
A. Blaming others for problems that would otherwise look like your fault.
B. Preventing negative information about your job performance from reaching senior management.
C. Hanging your awards and educational diplomas on the wall of your office.
D. All of the above are forms of impression management.
E. None of the above are forms of impression management.

137. Many job applicants falsify information on their resume. This is an example of which influence tactic?
A. Persuasion
B. Forming coalitions
C. Networking
D. Impression management
E. Exchange

138. Exaggerating your qualifications in a resume mainly applies which of the following concepts in organizational power and influence?
A. Impression management
B. Centrality
C. Exchange
D. Substitutability
E. Networking

139. Which influence strategy is considered an important characteristic of leader effectiveness?
A. Upward appeal
B. Persuasion
C. Assertiveness
D. Information control
E. None; effective leaders never use influence tactics.
140. According to persuasive communication research, getting an employee to accept a new policy is more easily done when:
A. you only give the employee information that supports the policy.
B. the information is written down rather than discussed orally.
C. the employee believes that you are credible and have expertise on the topic.
D. the employee is publicly committed to an opposing attitude.
E. both 'A' and 'C' occur.

141. Negotiation is an integral part of which influence activity?
A. Silent authority
B. Coercive
C. Exchange
D. All of the above
E. None of the above

142. Which of these tactics tend to generate commitment from people?
A. Exchange
B. Upward appeal
C. Coalition formation
D. Assertiveness
E. only 'B' and 'C'

143. Organizational politics typically involves:
A. an unconscious attempt to increase your own power.
B. a conscious attempt to motivate others to work harder for the firm.
C. attempts to influence others to promote personal objectives.
D. helping other employees to fulfill their needs through organizational activities.
E. none of the above.
144. Organizational politics is more common where decisions are:
A. easy to understand.
B. based on complex and ambiguous rules.
C. based on the brainstorming technique.
D. based on clearly defined rules.
E. none of the above.

145. People with high Machiavellian values tend to:
A. place a lot of trust in their colleagues.
B. frequently use power to manipulate others towards their own personal goals.
C. use more socially acceptable forms of power to influence others.
D. keep away from organizations where organizational politics is tolerated.
E. believe that deceit is totally inappropriate in organizational settings

146. People who frequently use power to manipulate others towards their own personal goals and believe that deceit is a natural and acceptable way to influence others have:
A. more expert power than most people in organizations.
B. a high level of organizational citizenship.
C. excellent skills for working in teams.
D. strong Machiavellian values.
E. a strong tendency to trust their colleagues.

147. Introducing clear rules for resource allocation is one way to:
A. increase the company's substitutability in the marketplace.
B. avoid the presence of counterpower in the organization.
C. reduce organizational politics regarding that decision.
D. apply the inoculation effect.
E. apply ingratiation.
148. Organizational politics may be reduced by:
A. cutting back resources available to organizational units.
B. encouraging leaders to become role models of organizational citizenship instead of symbols of successful organizational politicians.
C. being more tolerant of employees who use political tactics to get what they want from the organization.
D. selecting employees with a high need for personalized power.
E. doing all of these.

Essay Questions

149. Comment on the accuracy of the following statement and explain your answer: Legitimate power is assigned by the organization to job holders.

150. You have just been hired as a brand manager of toothpaste for a large consumer products company. Your job mainly involves encouraging the advertising and production groups to promote and manufacture your product more effectively. These departments are not under your direct authority, although company procedures indicate that they must complete certain tasks requested by brand managers. Name and describe the sources of power you can use to ensure that the advertising and production departments will help you make and sell toothpaste more effectively.
151. Advanced Systems LLC (ASL), a high-technology company with 20,000 employees, has just acquired the company you work for, LiteForce Corp. LiteForce is a 5,000 person company where you work as a photonics (fiber optics) engineer. ASL mainly acquired LiteForce to reduce its competitive threat in the marketplace and to increase its number of engineers and researchers in lightwave technology. You and five other engineers and scientists at LiteForce were working on new technology that would dramatically improve lightwave transmission to communicate data across the Internet. Your team's discovery occurred just before the acquisition and was not well known in the organization. Also, the key executives who strongly supported your team's research have left the company through generous buyout packages during the acquisition. ASL offered share options to encourage you and other engineers and researchers to remain. As a result, only your team members and a few other people are aware of the potential benefits of the project. Your team has similar education and experience as other engineers in the combined organization. Moreover, your team's authority is limited to expenditures within the existing project budget which ends in a few months. Further support would require executive approval. Describe the sources and contingencies of power that you and your team have in this situation to continue the project.

152. You have just graduated from a specialized program in an emerging and little-known field of engineering and are currently looking for a job that will apply your valuable skills. This is the only program of its kind in your country and has very limited enrollment. Your recently acquired knowledge offers great potential for organizations although few people are aware of this. Name and describe the sources and contingencies of power you and other graduates from this program have in the labor market.
153. A bread products manufacturer relies on maintenance employees to keep its rather old production equipment operating. Whenever the equipment breaks down, the maintenance team is able to repair the equipment quickly. However, they are less effective at avoiding these breakdowns and cannot predict when the equipment will break down. The maintenance group has modified the equipment over the years and the manufacturer of the production equipment is no longer in business. The maintenance employees teach each other how to repair the equipment but have refused to document any of this information saying that it is too difficult to document these details. The company owner has thought about firing the maintenance staff unless they document the maintenance procedures, but realizes that there is no one else who can repair the equipment. Name and discuss the sources and contingencies of power among the maintenance employees in this situation.

154. Coping with uncertainty is an important source of power in organizational settings. Identify two jobs in your university that have power because they cope with uncertainty and discuss the reasons why this power exists.

155. Suppose you have formal authority to allocate performance bonuses to your employees. What contingencies must exist before this source of power will translate into actual power?
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156. What is meant by the statement: 'Power does not flow to unknown people in the organization'?

157. You are a new employee in a professional position (such as an accountant or a corporate attorney). Your organization is located in Los Angeles and employs several hundred people with various backgrounds representative of Los Angeles's diversity. Soon after joining this organization, you discover that the company does not apply certain technologies or practices that are now recommended by most people in your profession. Given these circumstances, identify three different types of influence tactics that you might use effectively to have senior management introduce these technologies or practices. Present these types of influence in your order of preference and explain why these general tactics would be acceptable and effective in this situation.

158. Which types of people are more likely to engage in organizational politics?
Chapter 10 Power and Influence in the Workplace Answer Key

True / False Questions

1. (p. 300) People might gain power by convincing others that they have something of value. TRUE

   AACSB: 3
   BT: Comprehension
   Difficulty: Medium

2. (p. 300) Power is the act of changing another person's attitudes and behavior. FALSE

   AACSB: 3
   BT: Knowledge
   Difficulty: Medium

3. (p. 300) Power does not exist until the power holder actually applies power to influence someone else. FALSE

   AACSB: 3
   BT: Knowledge
   Difficulty: Medium

4. (p. 300) Power is defined as influence in motion. FALSE

   AACSB: 3
   BT: Knowledge
   Difficulty: Medium
5. (p. 301) Countervailing power refers to the power that the dominant person in a relationship uses as a backup when the primary source of power fails to work as planned on the dependent person. **FALSE**

AACSB: 3  
BT: Knowledge  
Difficulty: Medium

6. (p. 301) In any relationship, both parties have some degree of power over the other. **TRUE**

AACSB: 3  
BT: Knowledge  
Difficulty: Medium

7. (p. 302) Legitimate power is created whenever the organization assigns a supervisor formal authority over subordinates. **FALSE**

AACSB: 3  
BT: Comprehension  
Difficulty: Medium

8. (p. 302) Legitimate power is an agreement between people that one person has the right to request specific behaviors from the other person. **TRUE**

AACSB: 3  
BT: Knowledge  
Difficulty: Easy
9. (p. 302) Employees with low power distance are more likely to comply with legitimate power.  
**FALSE**

10. (p. 303) Subordinates have reward power over their bosses through 360-degree feedback systems.  
**TRUE**

11. (p. 303) Peer pressure typically represents a form of coercive power.  
**TRUE**

12. (p. 303) Employees are losing their expert power as society moves from an industrial to a knowledge-based economy.  
**FALSE**

13. (p. 303) Referent power is mainly developed through a person's interpersonal skills.  
**TRUE**
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14. (p. 304) The wheel formation information flow structure prevents employees from gaining power through information control.  
**FALSE**

AACSB: 3  
BT: Knowledge  
Difficulty: Medium

15. (p. 304) The all-channels information flow structure is difficult to maintain because it conflicts with knowledge management.  
**FALSE**

AACSB: 3  
BT: Knowledge  
Difficulty: Medium

16. (p. 304) The right to control information flow in the organization is a form of legitimate power.  
**TRUE**

AACSB: 3  
BT: Comprehension  
Difficulty: Medium

17. (p. 304-305) Prevention, forecasting and absorption are three contingencies of power in organizations.  
**FALSE**

AACSB: 3  
BT: Knowledge  
Difficulty: Medium
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18. (p. 304-305) Some employees and departments gain power by forecasting uncertainties in the organization's environment.

   TRUE

19. (p. 304-305) Three general strategies to help organizations cope with uncertainty are prevention, creation and deception.

   FALSE

20. (p. 305) The four contingencies of power include substitutability, visibility, referent and utilitarian.

   FALSE

21. (p. 305-306) An employee's ability to influence others increases as the source of his or her power becomes more substitutable.

   FALSE
22. (p. 306) By avoiding written documentation of how to operate equipment or serve customers, employees are maximizing their expert power through non-substitutability. **TRUE**

AACSB: 3  
BT: Comprehension  
Difficulty: Medium

23. (p. 306) Professions gain power in the marketplace by reducing their substitutability through the control of tasks and knowledge. **TRUE**

AACSB: 3  
BT: Comprehension  
Difficulty: Medium

24. (p. 306) People have more power when their actions quickly affect many other people throughout the organization. **TRUE**

AACSB: 3  
BT: Knowledge  
Difficulty: Medium

25. (p. 306) First-line supervisors may have legitimate, reward and coercive sources of power, but their actual power is often limited by a lack of discretion. **TRUE**

AACSB: 3  
BT: Knowledge  
Difficulty: Medium
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26. (p. 307) Displaying one's diplomas and degrees on office walls is one way professionals increase their visibility.
   **TRUE**

AACSB: 3  
BT: Comprehension  
Difficulty: Medium

27. (p. 307) Playing the "face game" instead of working productively behind closed doors is a strategy for gaining increased visibility at work.
   **TRUE**

AACSB: 3  
BT: Comprehension  
Difficulty: Medium

28. (p. 306) Even though you should be visiting clients most of the time, you make a point of stopping by the office each day so your boss sees that you are working. This increases your power by increasing your centrality.
   **FALSE**

AACSB: 3  
BT: Comprehension  
Difficulty: Medium

29. (p. 307) Networking helps to increase a person's expert power and centrality.
   **TRUE**

AACSB: 3  
BT: Comprehension  
Difficulty: Easy
30. (p. 307) Networking is a form of influence that tends to increase the individual's expert and referent power. **TRUE**

Networked is a form of influence that tends to increase the individual's expert and referent power. **TRUE**

AACSB: 3  
BT: Knowledge
Difficulty: Easy

31. (p. 307) Networking increases one's socialistic capital. **FALSE**

AACSB: 3  
BT: Comprehension
Difficulty: Easy

32. (p. 307) Networking can potentially leverage a person's power by increasing the person's visibility and centrality. **TRUE**

AACSB: 3  
BT: Comprehension
Difficulty: Medium

33. (p. 308) Women have difficulty getting into senior management because they are usually excluded from male networks. **TRUE**

AACSB: 3  
BT: Knowledge
Difficulty: Medium

34. (p. 308) A good strategy for women who want to network is to learn how to play golf. **TRUE**

AACSB: 3  
BT: Knowledge
Difficulty: Medium
35. (p. 309) Research suggests that as people become more powerful they are less goal oriented and become more focused on gaining additional power.
**FALSE**

36. (p. 309) Studies have found that people with power over others have more difficulty empathizing.
**TRUE**

37. (p. 309) People who have more power over others tend to engage in more automatic rather than mindful thinking.
**TRUE**

38. (p. 309) Influence is an essential process in organizations through which people coordinate their effort.
**TRUE**
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39. (p. 309) One feature of influence is that it operates down the corporate hierarchy but not up or across that hierarchy.  
**FALSE**

AACSB: 3  
BT: Knowledge  
Difficulty: Medium

40. (p. 310) Silent authority, assertiveness, and exchange are three sources of power.  
**FALSE**

AACSB: 3  
BT: Knowledge  
Difficulty: Medium

41. (p. 310) Exchange, ingratiation, and persuasion are considered hard influence tactics.  
**TRUE**

AACSB: 3  
BT: Knowledge  
Difficulty: Medium

42. (p. 310) Silent authority and deference to authority are related concepts.  
**TRUE**

AACSB: 3  
BT: Knowledge  
Difficulty: Medium

43. (p. 311) Extreme forms of assertiveness include blackmailing colleagues.  
**TRUE**

AACSB: 3  
BT: Knowledge  
Difficulty: Medium
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44. (p. 311) A coalition gains power by symbolizing the legitimacy of the issue supported by the coalition.
   **TRUE**

   AACSB: 3  
   BT: Knowledge  
   Difficulty: Medium

45. (p. 311) A coalition attempts to influence people outside the group by pooling the resources and power of its members.
   **TRUE**

   AACSB: 3  
   BT: Knowledge  
   Difficulty: Medium

46. (p. 311) Upward appeal is not considered a type of influence tactic.
   **FALSE**

   AACSB: 3  
   BT: Knowledge  
   Difficulty: Medium

47. (p. 312) Persuasion is the most common form of influence in high power distance cultures.
   **FALSE**

   AACSB: 3  
   BT: Knowledge  
   Difficulty: Medium

48. (p. 312) People are more persuasive when they rely on logical arguments and avoid emotional appeals.
   **FALSE**

   AACSB: 3  
   BT: Knowledge  
   Difficulty: Medium
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49. (p. 312) When the issue is extremely important to listeners, the speaker's personal characteristics are more important than the message content in persuading listeners. **FALSE**

AACSB: 3  
BT: Knowledge  
Difficulty: Difficult

50. (p. 312) Persuasion generally works better in face-to-face interaction than through email or written letters.  **TRUE**

AACSB: 3  
BT: Knowledge  
Difficulty: Medium

51. (p. 312) In persuasive communication, the inoculation effect involves warning listeners that others will try to influence them in the future and that they should be aware of the opponent's arguments.  **TRUE**

AACSB: 2  
BT: Knowledge  
Difficulty: Medium

52. (p. 312) Exaggerating one's resume is categorized within the influence strategy of persuasion.  **FALSE**

AACSB: 3  
BT: Knowledge  
Difficulty: Medium
53. (p. 312-313) Impression management is a common strategy for people trying to get ahead in the workplace.

**TRUE**

54. (p. 313) Because impression management is inherently unethical, it is discouraged by career professionals.

**FALSE**

55. (p. 313) How we dress and the way we behave politely towards others represents a type of influence strategy.

**TRUE**

56. (p. 313-314) Negotiation and the norm of reciprocity are associated with the influence process of exchange.

**TRUE**
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57. (p. 313) Soft influence tactics such as persuasion tend to build compliance rather than commitment to the influencer's request.  
**FALSE**  
AACSB: 3  
BT: Comprehension  
Difficulty: Medium

58. (p. 314) People who have expertise tend to have more influence using persuasion.  
**TRUE**  
AACSB: 3  
BT: Comprehension  
Difficulty: Medium

59. (p. 314) The most appropriate influence tactic depends in part on the influencer's power base and position in the organization.  
**TRUE**  
AACSB: 3  
BT: Knowledge  
Difficulty: Medium

60. (p. 314) Research indicates that ingratiation is more commonly used by managers in high power distance cultures than by managers in low power distance cultures.  
**FALSE**  
AACSB: 3  
BT: Knowledge  
Difficulty: Medium
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61. (p. 314) Supervisors who use ingratiation and impression management tactics tend to lose the respect of their staff.
   **TRUE**

62. (p. 314) The preferred influence tactics vary across cultures.
   **TRUE**

63. (p. 315) Organizational politics refers to any use of power to influence others.
   **FALSE**

64. (p. 315) Organizational politics occurs when someone attempts to influence others for the purpose of promoting personal interests.
   **TRUE**

65. (p. 316) Organizational politics can result in lower job satisfaction, and high levels of work-related stress.
   **TRUE**
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66. (p. 316) Organizational politics flourish when resource allocation decisions are ambiguous and complex with no formal rules.  
**TRUE**

**AACSB: 3**  
**BT: Knowledge**  
**Difficulty: Medium**

67. (p. 316) Organizational leaders can minimize organizational politics by making decision rules more complex and ambiguous.  
**FALSE**

**AACSB: 3**  
**BT: Knowledge**  
**Difficulty: Medium**

68. (p. 316) Organizational politics tends to increase in situations where decisions become routine and programmed.  
**FALSE**

**AACSB: 3**  
**BT: Knowledge**  
**Difficulty: Medium**

69. (p. 316) Machiavellian values help employees to recognize and avoid using political tactics in organizational settings.  
**FALSE**

**AACSB: 3**  
**BT: Knowledge**  
**Difficulty: Medium**
70. (p. 316) People with an internal locus of control and strong Machiavellian values are more likely to engage in organizational politics. **TRUE**

71. (p. 316) Establishing a free flow of information and using effective change management practices help to minimize organizational politics. **TRUE**

**Multiple Choice Questions**

72. (p. 300) In organizational settings, power is defined as:
A. the practice of trying to influence another person.
B. the capacity to influence others.
C. the act of changing another person's attitudes and behaviors.
D. the extent to which one person is required to follow another person's commands even though he or she does not want to follow those commands.
E. any situation where one person is dependent on another person, who is not at all dependent on the first person. **B**
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73. (p. 300) Power is _____, whereas influence is _______.
A. good, bad
B. weak, strong
C. potential, behavior
D. apparent, hidden
E. intended, unintended

AACSB: 3
BT: Knowledge
Difficulty: Medium

74. (p. 300) The capacity to influence others in organizational settings is known as:
A. politics.
B. the inoculation effect.
C. impression management.
D. Machiavellianism.
E. power.

AACSB: 3
BT: Knowledge
Difficulty: Easy

75. (p. 301) The capacity to influence others in organizational settings is known as:
A. organizational politics.
B. the inoculation effect.
C. impression management.
D. Machiavellianism.
E. organizational power.

AACSB: 3
BT: Knowledge
Difficulty: Medium
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76. (p. 300-301) Which of the following statements about power is FALSE?
A. Power exists only when the dependent party is aware that the power holder controls valued resources.
B. Power requires interdependence in the relationship.
C. Power is the capacity to influence, rather than the actual practice of influencing others.
D. Power exists only when one person has something of value for a second person, but the second person has nothing of value for the first person.
E. People sometimes gain power by convincing others that they have something of value for them.

AACSB: 3  
BT: Knowledge  
Difficulty: Medium

77. (p. 301) Which of the following statements about countervailing power in organizational relationships is TRUE?
A. Countervailing power is like an umbrella; it prevents anyone else from having any power over you.
B. Countervailing power is used by the stronger party to prevent the weaker party from leaving the relationship.
C. Countervailing power is the weaker party's power to maintain the stronger party's continued participation in the relationship.
D. Countervailing power is one of the ways that people have power by coping with uncertainty.
E. Countervailing power is a personality characteristic of people who crave power.

AACSB: 3  
BT: Knowledge  
Difficulty: Medium
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78. (p. 301) Countervailing power refers to:
A. a second source of power held by the power holder in case the main source of power is ineffective.
B. the initial feeling of power employees experience when they are given more freedom and control over their jobs.
C. the capacity to keep someone who is more powerful than you exchanged in the relationship.
D. a method of measuring the number of times an employee uses his or her power each day.
E. the ability of a person or department to gain more power through unethical organizational politics.

AACSB: 3
BT: Knowledge
Difficulty: Easy

79. (p. 301) The power that the dependent party has over the dominant party in order to maintain the exchange relationship is known as:
A. countervailing power.
B. substitutability.
C. reverse dependence.
D. visibility.
E. legitimate power.

AACSB: 3
BT: Knowledge
Difficulty: Easy

80. (p. 303) Which source of power originates from the powerholder's own characteristics?
A. Legitimate power
B. Coercive power
C. Expert power
D. Reward power
E. All of the above

AACSB: 3
BT: Knowledge
Difficulty: Medium
81. (p. 302) Legitimate, referent, and expert are:
A. different types of organizational politics.
B. different outcomes of sexual harassment.
C. different sources of organizational power.
D. different types of substitutability.
E. different contingencies of organizational power.

AACSB: 3
BT: Knowledge
Difficulty: Medium

82. (p. 302) Which of the following is NOT a distinct source of power?
A. Legitimate
B. Centrality
C. Referent
D. Coercive
E. Expert

AACSB: 3
BT: Knowledge
Difficulty: Medium

83. (p. 302) Which of the following is one of the five main sources of power?
A. Discretion
B. Visibility
C. Substitutability
D. All of the above
E. None of the above

AACSB: 3
BT: Knowledge
Difficulty: Medium
84. (p. 302-303) A 360-degree feedback system gives employees which source of power over their bosses?
A. Referent
B. Reward
C. Legitimate
D. Expert
E. 360-degree feedback is not a source of power for employees over their bosses.

AACSB: 3
BT: Knowledge
Difficulty: Medium

85. (p. 302) A manager's legitimate power over subordinates exists when:
A. the organization grants formal authority over the employees.
B. the manager is able to reward or punish the employees.
C. employees agree to let the manager have power over them.
D. employees are blinded by the manager's charisma.
E. both 'A' and 'C'.

AACSB: 3
BT: Comprehension
Difficulty: Medium

86. (p. 302) Which source of power can supervisors potentially have over their employees?
A. Legitimate power
B. Coercive power
C. Expert power
D. All of the above
E. None of the above.

AACSB: 3
BT: Knowledge
Difficulty: Medium
87. (p. 302) Employees are more likely to comply with a supervisor's legitimate power when:
A. the employees have a high power distance value.
B. the power holder gives orders outside the employees' normal role requirements.
C. the company encourages people to disobey orders that interfere with their work.
D. the employees have a low power distance value.
E. both 'B' and 'C' are true.

AACSB: 3
BT: Comprehension
Difficulty: Medium

88. (p. 302) Which of these statements about legitimate power is FALSE?
A. Legitimate power depends on more than job descriptions.
B. Employees in the high power distance culture tend to have higher obedience to authority.
C. Your boss's power to make you work overtime partly depends on your agreement to this power.
D. Some people are less obedient than others to authority, particularly those who value conformity and tradition.
E. All employees have some degree of legitimate power.

AACSB: 3
BT: Knowledge
Difficulty: Medium

89. (p. 302-303) Which source of power is derived from the person's ability to control the allocation of rewards valued by others and to remove negative sanctions?
A. Reward power
B. Legitimate power
C. Referent power
D. Expert power
E. Coercive power

AACSB: 3
BT: Knowledge
Difficulty: Medium
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90. (p. 303) Employees have ______, ranging from sarcasm to ostracism, to ensure that coworkers conform to team norms.
   A. reward power
   B. legitimate power
   C. referent power
   D. expert power
   E. coercive power

AACSB: 3  
BT: Comprehension  
Difficulty: Medium

91. (p. 303) As our society moves from an industrial to a knowledge-based economy, employees are gaining
   A. reward power.  
   B. legitimate power.  
   C. referent power.  
   D. expert power.  
   E. coercive power.

AACSB: 3  
BT: Comprehension  
Difficulty: Medium

92. (p. 303) Employees have more expert power today than a few decades ago because:
   A. fewer people now attend university than a few decades ago.  
   B. referent and legitimate power are no longer valued in organizations.  
   C. society is shifting from an industrial to a knowledge-based economy.  
   D. employers have a higher power distance than in the past.  
   E. of none of the above explanations.

AACSB: 3  
BT: Comprehension  
Difficulty: Medium
93. (p. 303) As organizations rely increasingly on knowledge rather than on machines and physical resources as the means of production, employees:
A. are gaining expert power in the workplace.
B. are losing any power in the labor market.
C. are gaining more referent power in the workplace.
D. are becoming more tolerant of their boss's legitimate power.
E. are becoming less willing to use organizational politics to get their way.

AACSB: 3
BT: Comprehension
Difficulty: Medium

94. (p. 303) Employees have ______, when others identify with them, like them, or otherwise respect them.
A. reward power
B. legitimate power
C. referent power
D. expert power
E. coercive power

AACSB: 3
BT: Knowledge
Difficulty: Medium

95. (p. 303-304) Which of these sources of power originates mainly from the person rather than the position?
A. Referent power
B. Legitimate power
C. Coercive power
D. Reward power
E. All of the above

AACSB: 3
BT: Knowledge
Difficulty: Medium
96. (p. 303) Referent power is typically associated with:
A. reward systems.
B. educational systems.
C. knowledge management.
D. peer pressure.
E. charisma.

AACSB: 3
BT: Knowledge
Difficulty: Medium

97. (p. 304) Until recently, a large sales organization gave supervisors all key information for further distribution to their employees. But with the introduction of a company intranet and other information technologies, this information is now mostly available directly to employees. By distributing corporate information directly to employees rather than through their supervisors, the company has:
A. increased the legitimate power of supervisors.
B. decreased the information power of supervisors by moving to an all-channel formation of information flow.
C. increased the centrality of supervisors.
D. decreased the company's ability to cope with uncertainty.
E. increased the information power of supervisors by moving to a wheel.

AACSB: 3
BT: Comprehension
Difficulty: Difficult
A clothing manufacturer has been very successful in the marketplace because one of its designers has a keen ability to determine what styles young people will want to wear over the next year or two. The designer's ability to understand the fashion preferences of young customers is highly valuable because clothing tastes change quickly and manufacturing too much unwanted product can put the company out of business. In terms of power, this designer has organizational power mainly because she:

A. copes with uncertainty through forecasting.
B. has plenty of coercive power.
C. has plenty of referent power.
D. leverages power through an all-channel information flow rather than the wheel formation.
E. copes with uncertainty through absorption.

Three general strategies for coping with uncertainty include:

A. visibility, discretion, prevention
B. visibility, immediacy, pervasiveness
C. prevention, forecasting, absorption
D. discretion, immediacy, prevention
E. none of the above

Which of the following is NOT a strategy for coping with uncertainty?

A. Prevention
B. Substitution
C. Forecasting
D. Absorption
E. None of the above is a strategy for coping with uncertainty.
101. (p. 305) An employee has power in the organization only when he or she:
A. has the authority to influence others.
B. possesses all five sources of power.
C. has one or more contingencies of power.
D. has one or more sources of power.
E. possesses one or more sources of power and the contingencies support that power base.

AACSB: 3
BT: Comprehension
Difficulty: Difficult

102. (p. 306) Which of the following would potentially increase someone's power through non-substitutability?
A. Avoiding documenting unique knowledge about organizational processes.
B. Increasing the number of people affected by your work.
C. Increasing the amount of autonomy granted to you to accomplish your work.
D. Using impression management strategies to increase your popularity with colleagues.
E. All of the above

AACSB: 3
BT: Comprehension
Difficulty: Medium

103. (p. 305) Which of these refers to availability of alternatives?
A. Visibility
B. Substitutability
C. Centrality
D. Discretion
E. Referent power

AACSB: 3
BT: Knowledge
Difficulty: Easy
104. (p. 306) In most countries, a national accounting profession controls access to the profession while legislation prevents anyone other than its members from auditing public corporations. These conditions increase the accounting profession's power through which of the following?
A. Visibility
B. Non-substitutability
C. Centrality
D. Discretion
E. Referent power

AACSB: 3  
BT: Application  
Difficulty: Medium

105. (p. 306) By going on strike at a critical time in the company's business cycle, unions are mainly applying which contingency of power?
A. Visibility
B. Non-substitutability
C. Centrality
D. Discretion
E. None of the above

AACSB: 3  
BT: Comprehension  
Difficulty: Medium

106. (p. 306) Which of these refers to the degree and nature of interdependence between the powerholder and others?
A. Visibility
B. Substitutability
C. Centrality
D. Discretion
E. Expertise

AACSB: 3  
BT: Knowledge  
Difficulty: Medium
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107. (p. 306) Your team has been put in charge of a major project involving a client. Although the organization has many clients, this is the largest source of revenue and affects the work of several other teams in the organization. The project requires continuous involvement with the client, so any problems with the client are immediately felt by others in the organization. According to the model of power, your team has:

A. very little power in the organization
B. a high degree of centrality
C. a high degree of substitutability
D. a low level of visibility
E. a lot of referent power

AACSB: 3
BT: Application
Difficulty: Medium

108. (p. 305) Which of the following is a contingency of power?

A. Coercive
B. Legitimate
C. Referent
D. All of the above
E. None of the above

AACSB: 3
BT: Knowledge
Difficulty: Medium

109. (p. 307) Which of the following is a contingency of power?

A. Legitimate
B. Referent
C. Visibility
D. All of the above
E. None of the above

AACSB: 3
BT: Knowledge
Difficulty: Medium
110. (p. 307) A new employee in the finance department prominently displays diplomas and past awards indicating his financial expertise. What contingency of power is this person trying to increase?
A. Counterpower
B. Non-substitutability
C. Centrality
D. Discretion
E. Visibility

AACSB: 3
BT: Comprehension
Difficulty: Easy

111. (p. 307) The CEO of a large organization once commented how, earlier in his career, he rented expensive artwork and displayed it in his office. 'Top management would drop by my office and immediately get a sense that I was sophisticated and professional', the CEO explained. 'I believe the artwork helped me to get promoted.' The artwork helped this executive gain power:
A. because he and his artwork were not substitutable.
B. by increasing his coercive power in the organization.
C. by making everyone else's sources of power less relevant to the organization.
D. through visibility.
E. by decreasing his centrality in the organization.

AACSB: 3
BT: Comprehension
Difficulty: Medium
Chapter 10 - Power and Influence in the Workplace

112. (p. 307) A software engineer was able to get placed into the group working on the most critical part of a new software program. She also made a habit of arriving at work around 5 a.m., knowing that some of the top corporate leaders would arrive that early once in a while. This software engineer's actions increased her power mainly through:
A. decreased non-substitutability.
B. increased legitimate power.
C. increased coercive power.
D. increased discretion.
E. increased visibility.

AACSB: 3  
BT: Application  
Difficulty: Medium

113. (p. 307) According to the textbook, networking potentially increases a person's power by:
A. increasing the person's legitimate power.
B. decreasing the person's centrality.
C. increasing the person's referent power.
D. doing all of the above.
E. doing only 'A' and 'C'.

AACSB: 3  
BT: Knowledge  
Difficulty: Medium

114. (p. 307) Jason is effective at forming friendships with other people in the organization. Over time, he becomes well known and respected by numerous people in key positions in the organization. Through his networking, Jason has:
A. increased his level of Machiavellianism.
B. reduced his centrality.
C. increased his coercive power.
D. increased his referent power.
E. reduced his visibility.

AACSB: 3  
BT: Comprehension  
Difficulty: Medium
115. (p. 307) By engaging successfully in networking, employees increase their:
A. expert power.
B. centrality.
C. visibility.
D. all of the above.
E. only 'B' and 'C'.

AACSB: 3
BT: Knowledge
Difficulty: Medium

116. (p. 307) Employees who engage in networking tend to:
A. be less powerful in the long run.
B. develop their referent power.
C. have a low level of Machiavellianism.
D. develop their legitimate power.
E. develop both their referent and legitimate power.

AACSB: 3
BT: Knowledge
Difficulty: Medium

117. (p. 307) What types of power do people tend to gain through networking?
A. Legitimate and referent power
B. Expert and reward power
C. Referent and expert power
D. Legitimate and reward power
E. Networking has no known effects on an employee's sources of power.

AACSB: 3
BT: Knowledge
Difficulty: Medium
118. (p. 310) Which of these is the most common form of influence in high power distance cultures?
A. Silent authority
B. Referent
C. Assertiveness
D. Exchange
E. Expert

AACSB: 3
BT: Knowledge
Difficulty: Medium

119. (p. 310) Which of the following is NOT identified in the textbook as a form of influence?
A. Ingratiation
B. Upward appeal
C. Persuasion
D. Visibility
E. Information control

AACSB: 3
BT: Knowledge
Difficulty: Medium

120. (p. 310) Exchange and ingratiation are:
A. two sources of power.
B. indicators that a person lacks power due to low centrality.
C. the only two political tactics that are equally common among men and women in organizational settings.
D. relatively uncommon practices in Western countries.
E. two forms of influence.
121. (p. 310) Which of the following is NOT identified in the textbook as a form of hard influence tactics?
A. Assertiveness
B. Upward appeal
C. Persuasion
D. Coalition forming
E. Information control

AACSB: 3  
BT: Knowledge  
Difficulty: Medium

122. (p. 310-311) Which of the following is considered a "hard" or "forceful" influence tactic?
A. Ingratiation  
B. Assertiveness  
C. Impression management  
D. Exchange  
E. All of the above are described as "hard" or "forceful" tactics.

AACSB: 3  
BT: Knowledge  
Difficulty: Medium

123. (p. 313) Which of the following is a form of soft influence tactics?
A. Ingratiation  
B. Upward appeal  
C. Coalition forming  
D. Silent authority  
E. Information control

AACSB: 3  
BT: Knowledge  
Difficulty: Medium
Chapter 10 - Power and Influence in the Workplace

124. (p. 310-311) ________ might be called vocal authority because it involves actively applying legitimate and coercive power to influence others.
   A. Ingratiation  
   B. Upward appeal  
   C. Persuasion  
   D. Assertiveness  
   E. Information control

AACSB: 3  
BT: Knowledge  
Difficulty: Medium

125. (p. 310) A supervisor pushes employee performance by constantly checking their work and reminding them of their deadlines. This supervisor is mainly using which form of influence?
   A. Legitimate  
   B. Silent authority  
   C. Referent  
   D. Assertiveness  
   E. Persuasion

AACSB: 3  
BT: Comprehension  
Difficulty: Medium

126. (p. 311) Which of the following is an example of the influence tactic of forming coalitions?
   A. A group of employees band together to show management that they collectively demand that the company purchase new computer equipment.
   B. Airline employees threaten to go on strike just a few weeks before the company begins its busiest season and most profitable part of the year.
   C. A new executive immediately posts her diplomas and awards on the office wall for others to see.
   D. To demonstrate that cost overrun errors aren't due to production employees, the production manager privately shows senior executives examples of how the marketing manager makes mistakes on orders.
   E. None of these involves forming coalitions.

AACSB: 3  
BT: Comprehension  
Difficulty: Easy
127. (p. 311) Forming a coalition:
A. is typically part of the manager's job description.
B. takes advantage of situations where who you know is more important than what you know.
C. causes the decision to become more complex and ambiguous.
D. increases the legitimacy of the coalition's desired outcome.
E. more effectively communicates weaknesses with opposing positions.

AACSB: 3
BT: Knowledge
Difficulty: Medium

128. (p. 311) Krystal's boss in the accounting department initially rejected her proposal for a new budgeting process. So Krystal spoke to and received support from the heads of two departments that would benefit from the proposed budgeting process. She also found support from several co-workers in the accounting department because they believed the new budgeting process would be simpler and fairer. When Krystal's boss realized that several key people supported the new budgeting system, he reluctantly agreed to test it in a pilot project. What form of influence is Krystal mainly using here?
A. Silent authority
B. Coalition formation
C. Assertiveness
D. Impression management
E. Both 'B' and 'C'

AACSB: 3
BT: Comprehension
Difficulty: Medium
Chapter 10 - Power and Influence in the Workplace

129. (p. 311) A senior executive wants to introduce a new reward system for salespeople. To support this change, the executive retained a consultant to determine the benefits of the reward system for salespeople in this organization. However, the consultant's report determined that the reward system would not work well for a variety of reasons. After reading the report, the executive discarded it without notifying others of its existence. Meanwhile, the executive continued to push for the reward system. What influence tactic did the executive use?
A. Controlling information
B. Exchange
C. Forming coalitions
D. Cultivating networks
E. Persuasion

AACSB: 3
BT: Comprehension
Difficulty: Medium

130. (p. 311) Which of the following is an example of the influence tactic of controlling information?
A. A new executive immediately posts his diplomas and awards on the office wall for others to see.
B. To demonstrate that cost overrun errors aren't due to production employees, the production manager privately shows senior executives examples of how the marketing manager makes mistakes on orders.
C. The vice-president of marketing deliberately places an issue that she dislikes near the bottom of next meeting's agenda (rather than near the top) so there is less chance the meeting will have time to address that issue.
D. To increase the chances of promotion to a more senior job in the company, an employee exaggerates to management about his role on the executive of a non-profit group.
E. Airline employees threaten to go on strike just a few weeks before the company begins its busiest season and most profitable part of the year.

AACSB: 3
BT: Comprehension
Difficulty: Medium
Chapter 10 - Power and Influence in the Workplace

131. (p. 312-313) Which of the following is the LEAST forceful influence tactic?
   A. Ingratiation
   B. Assertiveness
   C. Upward appeal
   D. Exchange
   E. Machiavellianism

AACSB: 3
BT: Knowledge
Difficulty: Medium

132. (p. 313) Flattering your boss and helping co-workers with their work:
   A. are NOT forms of influence.
   B. are two sources of power.
   C. are two ingratiation activities.
   D. are forms of silent authority and upward appeal, respectively.
   E. are two political tactics that are NOT influence strategies.

AACSB: 3
BT: Comprehension
Difficulty: Medium

133. (p. 313) Ingratiation includes which of the following?
   A. Flattering your boss.
   B. Helping co-workers with their work.
   C. Seeking advice from other people.
   D. All of the above.
   E. Only 'B' and 'C' are examples of ingratiation.

AACSB: 3
BT: Comprehension
Difficulty: Medium
134. (p. 310) Which of these tactics tend to generate resistance or at best compliance from people?
A. Exchange
B. Assertiveness
C. Coalition formation
D. Ingratiation
E. only 'B' and 'C'

AACSB: 3
BT: Knowledge
Difficulty: Medium

135. (p. 310) _______ is part of a larger influence tactic called _______.
A. Persuasion, upward influence
B. Ingratiation, impression management
C. Upward appeal, persuasion
D. Persuasion, ingratiation
E. Impression management, persuasion

AACSB: 3
BT: Knowledge
Difficulty: Medium

136. (p. 312-313) Which of the following are forms of impression management?
A. Blaming others for problems that would otherwise look like your fault.
B. Preventing negative information about your job performance from reaching senior management.
C. Hanging your awards and educational diplomas on the wall of your office.
D. All of the above are forms of impression management.
E. None of the above are forms of impression management.

AACSB: 3
BT: Comprehension
Difficulty: Medium
137. (p. 313) Many job applicants falsify information on their resume. This is an example of which influence tactic?
A. Persuasion
B. Forming coalitions
C. Networking
D. Impression management
E. Exchange

AACSB: 3  
BT: Comprehension  
Difficulty: Medium

138. (p. 313) Exaggerating your qualifications in a resume mainly applies which of the following concepts in organizational power and influence?
A. Impression management
B. Centrality
C. Exchange
D. Substitutability
E. Networking

AACSB: 3  
BT: Comprehension  
Difficulty: Medium

139. (p. 312) Which influence strategy is considered an important characteristic of leader effectiveness?
A. Upward appeal
B. Persuasion
C. Assertiveness
D. Information control
E. None; effective leaders never use influence tactics.

AACSB: 3  
BT: Knowledge  
Difficulty: Medium
140. (p. 312) According to persuasive communication research, getting an employee to accept a new policy is more easily done when:
A. you only give the employee information that supports the policy.
B. the information is written down rather than discussed orally.
C. the employee believes that you are credible and have expertise on the topic.
D. the employee is publicly committed to an opposing attitude.
E. both 'A' and 'C' occur.

AACSB: 3  
BT: Knowledge  
Difficulty: Medium

141. (p. 313-314) Negotiation is an integral part of which influence activity?
A. Silent authority  
B. Coercive  
C. Exchange  
D. All of the above  
E. None of the above

AACSB: 3  
BT: Knowledge  
Difficulty: Easy

142. (p. 314) Which of these tactics tend to generate commitment from people?
A. Exchange  
B. Upward appeal  
C. Coalition formation  
D. Assertiveness  
E. only 'B' and 'C'

AACSB: 3  
BT: Knowledge  
Difficulty: Medium
Chapter 10 - Power and Influence in the Workplace

143. (p. 315) Organizational politics typically involves:
A. an unconscious attempt to increase your own power.
B. a conscious attempt to motivate others to work harder for the firm.
C. attempts to influence others to promote personal objectives.
D. helping other employees to fulfill their needs through organizational activities.
E. none of the above.

AACSB: 3
BT: Knowledge
Difficulty: Medium

144. (p. 316) Organizational politics is more common where decisions are:
A. easy to understand.
B. based on complex and ambiguous rules.
C. based on the brainstorming technique.
D. based on clearly defined rules.
E. none of the above.

AACSB: 3
BT: Knowledge
Difficulty: Medium

145. (p. 316) People with high Machiavellian values tend to:
A. place a lot of trust in their colleagues.
B. frequently use power to manipulate others towards their own personal goals.
C. use more socially acceptable forms of power to influence others.
D. keep away from organizations where organizational politics is tolerated.
E. believe that deceit is totally inappropriate in organizational settings.

AACSB: 3
BT: Knowledge
Difficulty: Medium
146. (p. 316) People who frequently use power to manipulate others towards their own personal goals and believe that deceit is a natural and acceptable way to influence others have:
A. more expert power than most people in organizations.
B. a high level of organizational citizenship.
C. excellent skills for working in teams.
D. strong Machiavellian values.
E. a strong tendency to trust their colleagues.

AACSB: 3
BT: Knowledge
Difficulty: Medium

147. (p. 316) Introducing clear rules for resource allocation is one way to:
A. increase the company's substitutability in the marketplace.
B. avoid the presence of counterpower in the organization.
C. reduce organizational politics regarding that decision.
D. apply the inoculation effect.
E. apply ingratiation.

AACSB: 3
BT: Comprehension
Difficulty: Medium

148. (p. 316) Organizational politics may be reduced by:
A. cutting back resources available to organizational units.
B. encouraging leaders to become role models of organizational citizenship instead of symbols of successful organizational politicians.
C. being more tolerant of employees who use political tactics to get what they want from the organization.
D. selecting employees with a high need for personalized power.
E. doing all of these.

AACSB: 3
BT: Comprehension
Difficulty: Medium
Essay Questions

149. (p. 302) Comment on the accuracy of the following statement and explain your answer: Legitimate power is assigned by the organization to job holders.

This statement is generally FALSE because it implies that legitimate power is something that organizations distribute selectively. In reality, legitimate power exists when other people agree to this authority relationship. For example, an organization might assign to supervisors the authority to manage employees, but this power exists only because employees agree to this relationship. Employees agree to follow a set of directives that the supervisor communicates.
You have just been hired as a brand manager of toothpaste for a large consumer products company. Your job mainly involves encouraging the advertising and production groups to promote and manufacture your product more effectively. These departments are not under your direct authority, although company procedures indicate that they must complete certain tasks requested by brand managers. Name and describe the sources of power you can use to ensure that the advertising and production departments will help you make and sell toothpaste more effectively.

As brand manager, you might be able to use most sources of power, depending on the circumstances. Here are some possible explanations.

Legitimate Power. Although you do not have direct authority, you do have some legitimate power through the rules and procedures saying that the advertising and production groups must work with you to sell toothpaste more effectively. If they refuse to cooperate, you have the legitimate right to seek redress from higher authorities.

Reward Power. You probably don't have direct control over merit increases or other financial rewards for the advertising and production people, but you do have reward power by using praise. Moreover, you might indirectly have reward power by making favorable comments about certain employees to more senior line managers who make financial reward decisions for advertising and production staff members.

Coercive Power. You can make life difficult for advertising and production people by constantly nagging them for the promised work, or by criticizing their work. Indirectly, you can report to senior management about the poor performance of some people, which may affect their employment security. Although these forms of coercive power are available, you should be aware that these actions carry risks such as lack of future cooperation from advertising and production people.

Expert Power. You have just been hired, so it is unlikely that the advertising or production people believe that you have much expertise. You might develop this source of power in the long term, however, by learning about effective brand management practices and applying impression management tactics to shape their opinion of your expertise. For example, you might gain expert power more quickly by being seen with someone whose expertise is respected.

Referent Power. As a recent hire, it is unlikely that you currently have much, if any, of this power base over advertising and production employees. Moreover, given your different background, it is difficult to develop referent power with these groups. However, you might find common experiences (schools attended, hobbies) with some people in those departments, or you might develop common experiences by frequently interacting and networking with these people.
151. (p. 302-304) Advanced Systems LLC (ASL), a high-technology company with 20,000 employees, has just acquired the company you work for, LiteForce Corp. LiteForce is a 5,000 person company where you work as a photonics (fiber optics) engineer. ASL mainly acquired LiteForce to reduce its competitive threat in the marketplace and to increase its number of engineers and researchers in lightwave technology. You and five other engineers and scientists at LiteForce were working on new technology that would dramatically improve lightwave transmission to communicate data across the Internet. Your team's discovery occurred just before the acquisition and was not well known in the organization. Also, the key executives who strongly supported your team's research have left the company through generous buyout packages during the acquisition. ASL offered share options to encourage you and other engineers and researchers to remain. As a result, only your team members and a few other people are aware of the potential benefits of the project. Your team has similar education and experience as other engineers in the combined organization. Moreover, your team's authority is limited to expenditures within the existing project budget which ends in a few months. Further support would require executive approval. Describe the sources and contingencies of power that you and your team have in this situation to continue the project.

Students should discuss both the sources and contingencies of power in this situation. With respect to sources of power, your team has a high degree of expert power because you possess knowledge of potential value to the organization. Students might suggest that the team also has some reward, coercive and legitimate power. For example, team members could threaten to quit (coercive power), but this is really only coercive if executives know how much they may lose by the team's departure.

This incident really highlights the importance of contingencies of power. The most obvious limitation here is lack of visibility. This team can't use its expert power until others know how important their expertise is to the organization. Also notice that the team lacks discretion to secure resources. We don't have much information on substitutability, but this is 'new technology', so presumably few others in the organization or wider labor force have this expertise. There isn't much information regarding the team's centrality, although one could infer that it is currently low. This is because if the team members quit, the loss would not be apparent to the organization for quite some time.
You have just graduated from a specialized program in an emerging and little-known field of engineering and are currently looking for a job that will apply your valuable skills. This is the only program of its kind in your country and has very limited enrollment. Your recently acquired knowledge offers great potential for organizations although few people are aware of this. Name and describe the sources and contingencies of power you and other graduates from this program have in the labor market.

To answer this question, we must consider both the bases and contingencies of power that you and other graduates have in their favor. The primary power base is expert power because your knowledge is of potential value to organizations. In other words, you and fellow graduates possess a unique knowledge upon which organizations would be potentially dependent. We do not have enough information in the incident to know whether the power base deals with coping with organizational uncertainties, but coping with uncertainty is also a form of expert power.

Although your expert power is potentially very great, the actual power you possess is far from its potential. This is because some contingencies of power are not maximized. The strongest contingency in your favor is non-substitutability. You have graduated from the only program of its kind in your country, which has very limited enrolment. This means that organizations have a limited source of supply for this resource and you control some of that resource (i.e. your own knowledge). We have no information about centrality or discretion. However, it is reasonable to assume that the unique knowledge would allow you some discretion in your work activities. Moreover, your job would have pervasiveness (probably not immediacy) since it would have a substantial effect on the organization's profitability.

Visibility is the weak link in the power model in this incident. While your knowledge is potentially very important to organizations, firms neither know about this field of engineering nor how it would benefit them. Moreover, they do not seem to know that you have graduated from the only program of its kind in the country.
Chapter 10 - Power and Influence in the Workplace

153. (p. 305-306) A bread products manufacturer relies on maintenance employees to keep its rather old production equipment operating. Whenever the equipment breaks down, the maintenance team is able to repair the equipment quickly. However, they are less effective at avoiding these breakdowns and cannot predict when the equipment will break down. The maintenance group has modified the equipment over the years and the manufacturer of the production equipment is no longer in business. The maintenance employees teach each other how to repair the equipment but have refused to document any of this information saying that it is too difficult to document these details. The company owner has thought about firing the maintenance staff unless they document the maintenance procedures, but realizes that there is no one else who can repair the equipment. Name and discuss the sources and contingencies of power among the maintenance employees in this situation.

Students must discuss both the sources and contingencies of power in this situation. With respect to sources of power, the maintenance employees mainly have expert power because they possess the knowledge and skills to maintain the equipment. This expert power is aided by the fact that maintenance employees help the company to cope with uncertainty. Specifically, they absorb the uncertainty of equipment breakdowns by repairing the equipment quickly. They do not have expert power through prevention or forecasting, however.

Some students might suggest that they also have coercive and reward power because failing to perform their job would punish management. Legitimate power is not really relevant in this situation because the power relationship is with senior management who would gladly fire these employees if other power factors were not in place.

Contingencies of power play an important role in the power of these maintenance employees. First, they clearly have power through the contingency of non-substitutability. The maintenance employees carefully control knowledge so others cannot replace them. These employees likely also have power through the contingency of centrality. Given the importance of production equipment to this company, breakdowns significantly and immediately affect others. As maintenance employees alone can make these repairs, their actions (or inaction) also have immediate and significant effects on others. Some students might note that these employees also have the support of discretion — namely, they perform their jobs with considerable autonomy. Management can't control their actions because only the maintenance employees know how to repair the machines. There is no particular issue with visibility as a power contingency in the incident.

AACSB: 1, 3, 6
BT: Application
Difficulty: Difficult
Coping with uncertainty is an important source of power in organizational settings. Identify two jobs in your university that have power because they cope with uncertainty and discuss the reasons why this power exists.

Students might identify any two of several jobs in a university. One common example may be the people who forecast enrolments for the upcoming year. They help the school to anticipate the number of students entering various programs, which makes it easier to shift resources as required. The university vice-chancellor copes with uncertainty through all three strategies. The vice-chancellor might prevent uncertainties from occurring, such as by discouraging governments or alumni from changing practices that affect the university. The vice-chancellor might forecast uncertainties by serving as a listening post in the external environment. For example, the vice-chancellor might learn that other universities are changing their curriculum and warn various departments about these changes. Third, the vice-chancellor might absorb concerns raised by stakeholders (e.g. government, alumni or community). For example, alumni might demand more emphasis placed on technology-based courses, so the vice-chancellor would mobilize other executives and administrators to make these changes, if warranted.

Whichever jobs students identify when answering this question, you should keep in mind the three strategies for coping with uncertainty:

Prevention. The most effective strategy is to prevent environmental changes and variations from occurring. For example, financial experts acquire power by preventing the organization from experiencing a cash shortage or defaulting on loans.

Forecasting. The next best strategy is to be able to predict environmental changes or variations. In this respect, marketing specialists gain power by predicting changes in consumer preferences.

Absorption. People and work units also gain power by absorbing or neutralizing the impact of environmental shifts as they occur. A classic example is the ability of maintenance crews to come to the rescue when machines break down and the production process stops.
Suppose you have formal authority to allocate performance bonuses to your employees. What contingencies must exist before this source of power will translate into actual power?

This question requires students to consider all four contingencies of power and to apply these concepts to this situation.

Nonsubstitutability. Employees cannot receive performance bonuses from any other source; for example, another supervisor cannot give the same bonuses to the same employees.

Centrality. The performance bonus decision significantly affects employees. For example, power would increase as the performance bonus represents a larger percentage of each employee's paycheck; your power would also increase with the number of employees affected by your reward decisions.

Discretion. Your potential power increases with the extent that bonus allocation decisions are non-programmed, that is, there are no clear guidelines or procedures to direct the decision.

Visibility. Your potential power increases with the extent that employees realize that you (rather than regimented procedures or other people in the organization) determine the size of their performance bonus.

AACSB: 1, 3, 6
BT: Comprehension
Difficulty: Easy
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156. (p. 307) What is meant by the statement: 'Power does not flow to unknown people in the organization'?

This statement refers to the relevance of visibility as an important contingency of organizational power. Even if you have something of value, this potential power does not actually exist until the potentially dependent person becomes aware (a) that the resource you control will help fulfill his or her needs and (b) that you have control of the resource. Thus, visibility is the idea that power is influenced by perceptions and that people gain power by being seen as possessing valued resources. If an employee has unique knowledge to help others to do their jobs better, the employee's power base will yield power only when others are aware of this unique knowledge. Thus, one gains power not only by having valuable talents, but also by making them known.

AACSB: 1, 3, 6
BT: Comprehension
Difficulty: Easy
157. (p. 310) You are a new employee in a professional position (such as an accountant or a corporate attorney). Your organization is located in Los Angeles and employs several hundred people with various backgrounds representative of Los Angeles's diversity. Soon after joining this organization, you discover that the company does not apply certain technologies or practices that are now recommended by most people in your profession. Given these circumstances, identify three different types of influence tactics that you might use effectively to have senior management introduce these technologies or practices. Present these types of influence in your order of preference and explain why these general tactics would be acceptable and effective in this situation.
This question requires students to understand the contingencies of influence tactics as well as explain the outcomes of using each tactic. The textbook describes eight influence tactics, only three of which need to be discussed in the student's answer. The preferred ranking of influence tactics is both judgmental and logical, so the marker needs to evaluate and appreciate the student's diagnosis and understanding of these concepts more than the actual ranking. Below is the list of eight tactics along with comments on their appropriateness in this situation:

Persuasion. This is probably the top choice from the list, for a few reasons. First, this person is a professional and, consequently, is likely viewed as something of an expert in this field. Persuasion works best when the persuader has expertise. Second, the textbook states that persuasion is one of the most common influence strategies in organizations.

Coalition formation. This will likely be identified by many students as one of the top three choices of influence tactics. This person is new to the organization, so he or she might not have sufficient power alone to persuade senior management. At the same time, the technology or practice is widely recommended in the profession. Consequently, there may be more senior professionals in the organization to support this initiative. Similarly, if the technology or practice is so important, it must have merits that serve the interests of other employees. As long as the coalition presents its case diplomatically and without force, this tactic might be successful.

Ingratiation and impression management. This tactic might work to some extent. It is a soft tactic, so is unlikely to create resistance from senior management. If applied effectively, the employee might get senior management believing that they actually thought of this idea. Students recommending this tactic should also recognize its limitations. One concern is that it is circumspect -- it doesn't directly ask senior management for the recommendation. As such, it can be a lengthy process. Second, there is a risk that impression management can backfire if it looks like "brown-nosing".

Upward appeal. Few students will consider this option because, after all, the people being persuaded are already at the top of the organization. But there are two ways to apply upward influence here. First, the employee can show how the technology or practice is consistent with the organization's goals and values. In other words, the "upward authority" is the company's philosophy or mandate. Second, the employee might appeal to the profession that supports this technology or practice. If the professional body explicitly supports these recommendations, then this information serves as a form of upward appeal. Students considering this option should also note that upward appeal is sometimes considered a forceful tactic, which may produce adverse consequences, such as senior management having less trust in the employee.

Exchange. This tactic is probably not feasible because it is difficult to imagine what the employee can use to exchange or negotiate with senior management.

Silent authority. This tactic is a poor choice because the person has little or no legitimate power in this situation, certainly not over the people (senior executives).
Assertiveness. This tactic is also unwise, given the person's lower position in the organizational
hierarchy compared to the people who need to be influenced. Moreover, assertiveness is less acceptable today in Western society, even when applied by people at the top of the hierarchy.

Information control. This tactic is probably unwise and inappropriate. First, there really isn't any information to "control" that would get the employee's proposal passed by senior management. This isn't a case of hiding information. Second, information control is contrary to contemporary management philosophy of knowledge sharing. Thus, applying this tactic, even if feasible, may put the employee in a bad light.

158. (p. 316) Which types of people are more likely to engage in organizational politics?

The textbook identifies three personal characteristics: high need for personal power, internal locus of control and high Machiavellian values.

High need for personal power. People with a high need for personal power are more likely to engage in organizational politics. The need for power is a desire to control one's environment, including people and material resources. Effective leaders have a relatively high 'socialized power' need in which they seek and use power for altruistic purposes. Less effective employees have a strong 'personal power' need whereby they seek power for the experience of power itself and to fulfill personal interests.

High Machiavellianism. Machiavellianism is a personality trait in which people believe that deceit is a natural and acceptable way to influence others. Machiavellian employees seldom trust others and frequently use power to manipulate others towards their own personal goals, whether or not these goals are favorable to the organization.

Internal locus of control. People with a high internal locus of control feel that they are very much in charge of their own destiny. Consequently, internals are more likely than externals to engage in political behaviors to shape their lives and the world around them. This does not mean that internals are naturally political. Rather, they have a greater tendency to turn to political action when political conditions are present.