

CHAPTER 12: POWER, POLITICS AND ETHICS

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 1) Power is defined as 1) _____
 - A) using influence to obtain ends not sanctioned by the organization or to obtain sanctioned ends through nonsanctioned means.
 - B) the joint occurrence of antagonism and blocked goals.
 - C) establishing good connections with key organizational members in order to achieve one's goals.
 - D) the capacity to influence others who are in a state of dependence.
 - E) a process of antagonism that occurs when one person or organizational subunit frustrates the goal attainment of another.
- 2) Which base of individual power is most closely associated with one's position or job in the organization? 2) _____
 - A) Referent
 - B) Expert
 - C) Reward
 - D) Legitimate
 - E) Coercive
- 3) Which base of individual power is most consistently associated with employee effectiveness? 3) _____
 - A) Reward
 - B) Referent
 - C) Expert
 - D) Coercive
 - E) Legitimate
- 4) A military commander who is well liked and admired by his troops is leading them on a highly structured mission. We can be certain that the commander is high on two bases of power. What are they? 4) _____
 - A) Legitimate and referent
 - B) Information and reward
 - C) Coercive and expert
 - D) Referent and coercive
 - E) Reward and expert
- 5) Which of the following statements concerning power is false? 5) _____
 - A) Power is not always exercised.
 - B) Because the target of power is dependent upon the powerholder, a poor relationship necessarily exists between the two.
 - C) Two individuals can have power over each other.
 - D) Power is a broad concept that applies to individuals, groups, and subunits.
 - E) Power can flow in any direction in an organization.
- 6) Legitimate power 6) _____
 - A) is applied equally by all those who possess it.
 - B) exists when the powerholder is well liked by others.
 - C) is less important than the other power bases.

- D) is a function of one's formal organizational role.
- E) is perfectly correlated with coercive power.

7) Coercive power

7) _____

- A) is perfectly correlated with legitimate power.
- B) is generally effective at reducing employee resistance.
- C) is often associated with workgroup ineffectiveness.
- D) is available when the powerholder can exert influence by providing positive outcomes.
- E) can only be applied by higher level organizational members to lower level members.

8) A well-liked Nobel Prize winner has considerable influence among the members of his scientific research team. This person is high on which two bases of social power?

8) _____

- A) Coercive and reward
- B) Legitimate and coercive
- C) Referent and expert
- D) Reward and expert
- E) Legitimate and referent

9) Two army officers get into an argument, and one cites his rank in an attempt to settle the matter. To which power base is he resorting?

9) _____

- A) Expert
- B) Reward
- C) Legitimate
- D) Coercive
- E) Referent

10) I have referent power over you. This means that

10) _____

- A) I have a skill that you admire.
- B) you dislike me.
- C) you like me.
- D) I like you.
- E) I know something you don't want made public.

11) Referent power is especially potent because

11) _____

- A) it stems from identification with the powerholder.
- B) its absence may lead to cognitive dissonance.
- C) it is perfectly correlated with expert power.
- D) few people have it.
- E) it is perfectly correlated with coercive power.

12) Rosabeth Moss Kanter suggests that certain types of activities lead to power. Which of the following activities is not likely to lead to power acquisition?

12) _____

- A) Relevant activities
- B) Extraordinary activities
- C) Exceptional performance in nonroutine activities
- D) Visible activities
- E) Charitable activities

- 13) Rosabeth Moss Kanter suggests that _____ activities lead to the acquisition of power. 13) _____
- A) Machiavellian
 - B) unethical
 - C) fiscal
 - D) charitable
 - E) extraordinary
- 14) Empowerment occurs when people are given _____ to take the initiative and solve organizational problems. 14) _____
- A) excessive power
 - B) assertiveness training
 - C) employees
 - D) authority, opportunity, and motivation
 - E) orders
- 15) The relationship between performance and empowerment suggests which of the following relationships? 15) _____
- A) High power effective performance
 - B) Legitimate power expert performance
 - C) Sufficient power effective performance
 - D) Low power effective performance
 - E) None of the above
- 16) Which of the following is not an influence tactic? 16) _____
- A) rationality
 - B) assertiveness
 - C) Machiavellianism
 - D) ingratiation
 - E) coalition formation
- 17) Behaviours that are used to convert power into actual influence are called 17) _____
- A) influence tactics.
 - B) power bases.
 - C) authority.
 - D) machiavellian tactics.
 - E) empowerment.
- 18) An example of empowerment at work is approaching the service desk and hearing: 18) _____
- A) "Sorry! I don't have the authority to solve that problem."
 - B) "I just need to get my supervisor's signature."
 - C) "That's not my job."
 - D) "I'll tell my boss about this."
 - E) "Let me refund your money in full."
- 19) According to David McClelland, institutional managers 19) _____
- A) have a high need for power.
 - B) use their power to further their self-interests and work against organizational goals.
 - C) adopt a directive and coercive leadership style.

- D) are very concerned with how much others like them.
- E) are more likely to succeed in public sector organizations.

- 20) According to David McClelland, the most effective managers 20) _____
- A) use coercive power extensively.
 - B) are institutional managers.
 - C) have a high need for affiliation.
 - D) are concerned with being well-liked.
 - E) have a high need for personal power.
- 21) A manager with a high need for personal power 21) _____
- A) will avoid using organizational politics.
 - B) will be the most effective manager.
 - C) will avoid using that power to influence others.
 - D) will not be concerned with status symbols.
 - E) might be rude.
- 22) _____ managers use their power for self-interest, whereas 22) _____
_____ managers are more concerned with being liked than with
exercising power.
- A) Affiliative; personal power
 - B) Affiliative; institutional
 - C) Institutional; affiliative
 - D) Personal power; affiliative
 - E) Personal power; institutional
- 23) According to David McClelland, the most effective managers do not 23) _____
- A) adopt a participative or coaching style of leadership.
 - B) clarify organizational priorities for subordinates.
 - C) use their power to achieve organizational goals.
 - D) show a high degree of concern about how much others like them.
 - E) have a high need for power.
- 24) Which of the following statements depicts a subunit controlling strategic 24) _____
contingencies?
- A) The marketing department's success saved the company from bankruptcy.
 - B) The data processing department saved considerable money by contracting out certain services.
 - C) The human resources manager recruited two new management trainees.
 - D) The finance department spoke strongly against reorganizing the company.
 - E) Last month, there was almost no absenteeism in the production department.
- 25) The strategic contingencies view portrays the acquisition of power as a 25) _____
very _____ process.
- A) long
 - B) ethical
 - C) political
 - D) fast

E) rational

- 26) Which of the following conditions will not add to a subunit's power in the organization? 26) _____
- A) The work it performs can be contracted out.
 - B) It can reduce organizational uncertainty.
 - C) It can secure scarce resources.
 - D) The work it performs has an immediate impact on others.
 - E) The work it performs is central to the organization's goals.
- 27) What kind of power is most likely to be ineffective? 27) _____
- A) Coercive power
 - B) Referent power
 - C) Expert power
 - D) Legitimate power
 - E) Reward power
- 28) Which subunit controls strategic contingencies? 28) _____
- A) The one that can contract out the most work.
 - B) The one that is most substitutable.
 - C) The one that can obtain scarce resources.
 - D) The one that is most isolated from the other units.
 - E) The one that is most peripheral to the workflow.
- 29) Which of the following statements concerning organizational politics is true? 29) _____
- A) Political activity cannot be countered by those with different agendas.
 - B) Political activity cannot be beneficial to the organization.
 - C) Political activity involves placing organizational interests before self-interest.
 - D) Political activity is self-conscious and intentional.
 - E) Political activity is solely an individual activity, not a group or subunit activity.
- 30) The text defines organizational politics as the 30) _____
- A) changing of a culture.
 - B) capacity to influence others.
 - C) use of power to coerce others.
 - D) pursuit of self-interest.
 - E) creation of a network.
- 31) Using nonsanctioned means to pursue nonsanctioned ends is an example of 31) _____
- A) the control of strategic contingencies.
 - B) networking.
 - C) ethical behaviour.
 - D) organizational politics.
 - E) conflict resolution.
- 32) The manager who agrees to recommend a raise for an employee if she increases her net sales 30 percent is using _____ means to achieve _____ ends.

32)

- _____
- A) nonsanctioned; sanctioned
 - B) sanctioned; nonsanctioned
 - C) unethical; ethical
 - D) sanctioned; sanctioned
 - E) nonsanctioned; nonsanctioned

33) If you gain power by controlling strategic contingencies you are most likely 33) _____

- A) similar to McClelland's personal power managers.
- B) acting unethically.
- C) exercising coercive power.
- D) drawing new customers to the firm.
- E) exhibiting Machiavellianism.

34) The most effective strategy for neutralizing a "high Mach" co-worker is to 34) _____

- A) interact with him in a formal, structured manner.
- B) meet face-to-face.
- C) expose her tactics and thus embarrass her.
- D) try to make him feel guilty.
- E) become highly emotional and thus unnerve her.

35) "High Machs" tend to be 35) _____

- A) impractical people.
- B) gullible individuals.
- C) low self-monitors.
- D) moralistic individuals.
- E) convincing liars.

36) The ideal situation for "high Machs" is one where 36) _____

- A) the "high Mach" can deal with those to be influenced face-to-face.
- B) the interaction occurs under fairly emotional circumstances.
- C) few guidelines for appropriate forms of interaction have been established.
- D) the situation is fairly unstructured.
- E) all of the above.

37) "High Machs" 37) _____

- A) are seldom guilty about their Machiavellian behaviour.
- B) try to avoid face-to-face interactions as much as possible.
- C) act in an exceedingly emotional manner.
- D) never assume that people are gullible.
- E) tend to be loners and don't form coalitions with others.

38) A political network could include 38) _____

- A) subordinates.
- B) peers.
- C) people outside one's organization.
- D) superiors.
- E) all of the above.

- 39) Research on corporate codes of business ethics reveals that 39) _____
- A) sexual harassment has the most consensus
 - B) employee privacy has the most consensus
 - C) contractual and legally mandated issues has the most consensus
 - D) confidentiality of personal information has the most consensus
 - E) whistle-blowing has the most consensus
- 40) Ethical questions usually revolve around the impact of organizational politics on various 40) _____
- A) stakeholders.
 - B) Machiavellians.
 - C) subunits.
 - D) managers.
 - E) networks.
- 41) The text defined ethics as 41) _____
- A) acting morally.
 - B) a major step in the rational decision-making model.
 - C) systematic thinking about the moral consequences of decisions.
 - D) reactive politics in organizations.
 - E) making decisions in such a way that the rights of all parties are considered.
- 42) Behaviour is likely to be most ethical under conditions of _____ 42) _____
- competition.
- A) medium
 - B) high or low
 - C) friendly
 - D) high
 - E) low
- 43) Research indicates that 43) _____
- A) managers feel that unethical practices are rare in business.
 - B) business students have looser ethical standards than practicing managers.
 - C) managers view themselves as having looser ethical standards than their superiors.
 - D) pressure to compromise one's own ethical standards in business is actually very rare.
 - E) managers view themselves as having looser ethical standards than their peers.
- 44) Research indicates that 44) _____
- A) extreme competition reduces unethical behaviour.
 - B) formal education in ethics has little impact on ethical attitudes.
 - C) business students have higher ethical standards than practicing managers.
 - D) people with strong economic values seem prone to unethical behaviour.
 - E) managers view themselves as having looser ethical standards than their peers.

- 45) According to the text, ethical business decisions are more likely to occur 45) _____
- A) if industry competition is weak or nonexistent.
 - B) after some systematic thinking about a decision's moral consequences.
 - C) after managers are trained to satisfice rather than maximize.
 - D) if a long-term orientation replaces a short-term orientation.
 - E) if we treat others the way we expect to be treated.
- 46) What does the deaf ear syndrome refer to? 46) _____
- A) Organizational inaction in the face of nonsanctioned influence means.
 - B) Organizational inaction in the face of unethical behaviour.
 - C) Organizational inaction in the face of nonsanctioned influence ends.
 - D) Organizational inaction in the face of allegations of sexual harassment.
 - E) Organizational inaction in the face of the abuse of power.
- 47) The most severe forms of sexual harassment are committed by 47) _____
- A) customers.
 - B) supervisors.
 - C) coworkers.
 - D) top management.
 - E) subordinates.
- 48) The most frequent perpetrators of sexual harassment are 48) _____
- A) subordinates.
 - B) supervisors
 - C) customers.
 - D) top management.
 - E) coworkers.
- 49) Which of the following is a defensive behaviour used to avoid blame for the consequences of some behaviour? 49) _____
- A) Buck passing.
 - B) Overconforming.
 - C) Stalling
 - D) Buffing.
 - E) Ingratiation.
- 50) Which of the following is a defensive behaviour that is used to avoid taking action? 50) _____
- A) Rationality.
 - B) Scapegoating.
 - C) Ingratiation.
 - D) Overconforming.
 - E) Buffing.
- 51) Which of the following is an example of an influence tactic? 51) _____
- A) Overconforming.
 - B) Buffing.
 - C) Ingratiation.

D) Buck passing.

E) Stalling.

52) The definition of political skills includes what two aspects? 52) _____

A) comprehending others and translating comprehension into power

B) comprehending others and translating comprehension into action

C) influencing others and translating influence into personal gain

D) influencing others and translating influence into self-interest

E) comprehending others and translating comprehension into influence

53) If you are able to understand your coworkers and to use that knowledge to influence them to act in ways that enhance your personal or organizational objectives, then what do you have? 53) _____

A) referent power

B) political skill

C) high need for power

D) a machiavellian personality

E) expert power

54) Which of the following are facets of political skill? 54) _____

A) rationality and apparent sincerity

B) social astuteness and apparent sincerity

C) networking ability and assertiveness

D) social astuteness and ingratiation

E) social astuteness and ingratiation

55) You have a new friend at work who has impressed you. He seems to be very good at observing others and tuned into their needs and motives. He can "read" people and seems to have emotional intelligence and knows how to present himself to others. What skill does your new friend possess? 55) _____

A) social astuteness

B) ingratiation

C) assertiveness

D) interpersonal influence

E) networking ability

56) If you have political skill, this means you have the following except 56) _____

A) interpersonal influence

B) networking ability

C) assertiveness

D) apparent sincerity

E) social astuteness

57) Political skill is positively related to 57) _____

A) job performance

B) job satisfaction

C) absenteeism

D) career success

E) occupation

- 58) What do general managers do to bolster their political networks? 58) _____
- A) social activities and informal small talk
 - B) meetings and informal small talk
 - C) face-to-face encounters and social activities
 - D) attend conferences and informal small talk
 - E) face-to-face encounters and informal small talk
- 59) If you do favours for others and stress the obligations of others to you, what are you doing? 59) _____
- A) bolstering your political network
 - B) buffing
 - C) coalition formation
 - D) assertiveness
 - E) increasing your referent power
- 60) The following are aspects to networking except 60) _____
- A) maintaining contacts
 - B) upward appeal
 - C) socializing
 - D) engaging in professional activities
 - E) participating in community activities
- 61) Soon after Liam began his new job, he started to observe his coworkers to learn about the organization and how people get things done. One thing he noticed was that some of his coworkers would try very hard to get high-profile work projects and to also sit on important committees and task forces. What is Liam observing? 61) _____
- A) assertiveness
 - B) upward appeal
 - C) ingratiation
 - D) increasing internal visibility
 - E) maintaining contacts
- 62) Owen is a long time friend of Simon who has been working for a very prestigious law firm for several years. Simon admires Owen for how successful he has become and asks him how he has managed to become so successful. Owen tells Simon that he always gives his business card out and makes a point of sending gifts and thank you notes to people. What does Owen do? 62) _____
- A) maintain contacts
 - B) participate in community activities
 - C) engage in professional activities
 - D) socialize
 - E) increase internal visibility
- 63) What personality types are most likely to engage in networking behaviours? 63) _____
- A) high self-esteem and high machiavellianism
 - B) high self-esteem and extraversion
 - C) high need for power and extraversion
 - D) high need for power and high machiavellianism
 - E) high need for power and self-esteem

- 64) What networking activities are most associated with career success? 64) _____
- A) maintaining contacts and engaging in professional activities
 - B) maintaining contacts and increasing internal visibility
 - C) engaging in professional activities and participating in community activities
 - D) engaging in professional activities and increasing internal visibility
 - E) maintaining contacts and socializing
- 65) You have three friends who are doing the same job in the same company. Jill tries to be assigned to high-profile projects and also sits on important committees and task forces. She also gives workshops and speaking engagements whenever she can. Cara spends time having drinks with coworkers after work, participating in company sports leagues, and also participates in community activities. Sally takes the time to send gifts and thank you notes to people and gives out her business card whenever she can. Who will have a more successful career? 65) _____
- A) Jill and Sally
 - B) Jill
 - C) Sally
 - D) Jill and Cara
 - E) Cara
- 66) What employees are especially concerned about networking? 66) _____
- A) high machiavellians
 - B) telecommuters
 - C) women
 - D) men
 - E) new employees
- 67) What is Dr. Jeffrey Wigand known for? 67) _____
- A) whistle-blowing
 - B) sexual harassment
 - C) high need for power
 - D) networking
 - E) unethical behaviour
- 68) What do Sherron Watkins, Cynthia Cooper, and Coleen Rowley have in common? 68) _____
- A) whistle-blowing
 - B) unethical behaviour
 - C) calling attention to sexual harassment
 - D) high need for power
 - E) networking
- 69) Highly political climates result in all of the following except 69) _____
- A) increased turnover intentions
 - B) lower feelings of organizational support
 - C) lower job satisfaction
 - D) lower organizational commitment
 - E) none of the above

- 70) What is the effect of politics on job performance? 70) _____
- A) it has a negative effect on younger workers but not older workers
 - B) it has a positive effect on older workers and a negative effect on younger workers
 - C) it has a negative effect on older workers but not younger workers
 - D) it has a positive effect on younger workers and a negative effect on older workers
 - E) it has a negative effect on all workers
- 71) What is the relation between the bases of power and influence tactics? 71) _____
- A) referent power uses rationality
 - B) expert power uses exchange
 - C) coercive power uses assertiveness
 - D) referent power uses upward appeal
 - E) coercive power uses ingratiation
- 72) What influence tactic do people report using very frequently? 72) _____
- A) exchange
 - B) assertiveness
 - C) ingratiation
 - D) upward appeal
 - E) rationality
- 73) What group(s) is most likely to be the recipients of the assertiveness influence tactic? 73) _____
- A) subordinates
 - B) peers
 - C) subordinates, peers, and superiors
 - D) subordinates and peers
 - E) superiors
- 74) Rationality is most likely to be directed toward 74) _____
- A) superiors
 - B) men
 - C) peers
 - D) women
 - E) subordinates
- 75) What influence tactics are most favoured for influencing peers and subordinates? 75) _____
- A) upward appeal, ingratiation, and rationality
 - B) exchange, ingratiation, and upward appeal
 - C) assertiveness, ingratiation, and rationality
 - D) exchange, assertiveness, and ingratiation
 - E) ingratiation, rationality, and exchange
- 76) What influence tactic is associated with better performance evaluations for men? 76) _____
- A) ingratiation
 - B) assertiveness
 - C) rationality
 - D) upward appeal

E) exchange

- 1) D
- 2) D
- 3) C
- 4) A
- 5) B
- 6) D
- 7) C
- 8) C
- 9) C
- 10) C
- 11) A
- 12) E
- 13) E
- 14) D
- 15) C
- 16) C
- 17) A
- 18) E
- 19) A
- 20) B
- 21) E
- 22) D
- 23) D
- 24) A
- 25) E
- 26) A
- 27) A
- 28) C
- 29) D
- 30) D
- 31) D
- 32) D
- 33) D
- 34) A
- 35) E
- 36) E
- 37) A
- 38) E
- 39) C
- 40) A
- 41) C
- 42) A
- 43) B
- 44) D
- 45) B
- 46) D
- 47) B
- 48) E
- 49) D
- 50) D
- 51) C

- 52) E
- 53) B
- 54) B
- 55) A
- 56) C
- 57) A
- 58) E
- 59) A
- 60) B
- 61) D
- 62) A
- 63) B
- 64) D
- 65) B
- 66) No Correct Answer Was Provided.
- 67) A
- 68) A
- 69) D
- 70) C
- 71) C
- 72) E
- 73) A
- 74) A
- 75) B
- 76) C