

## Chapter 12

1) Power is defined as

- A) a process of antagonism that occurs when one person or organizational subunit frustrates the goal attainment of another.
- B) the joint occurrence of antagonism and blocked goals.
- C) using influence to obtain ends not sanctioned by the organization or to obtain sanctioned ends through nonsanctioned means.
- D) the capacity to influence others who are in a state of dependence.
- E) establishing good connections with key organizational members in order to achieve one's goals.

Answer: D

Page Ref: 409

Skill: Recall

2) Which base of individual power is most closely associated with one's position or job in the organization?

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

Answer: C

Page Ref: 409

Skill: Applied

3) Which base of individual power is most consistently associated with employee effectiveness?

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

Answer: E

Page Ref: 411

Skill: Applied

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?

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

Answer: A

Page Ref: 409

Skill: Applied

5) Which of the following statements concerning power is false?

- A) Power can flow in any direction in an organization.
- B) Because the target of power is dependent upon the powerholder, a poor relationship necessarily exists between the two.
- C) Power is not always exercised.
- D) Two individuals can have power over each other.
- E) Power is a broad concept that applies to individuals, groups, and subunits.

Answer: B

Page Ref: 409

Skill: Recall

6) Legitimate power

- A) is less important than the other power bases.
- B) is a function of one's formal organizational role.
- C) is perfectly correlated with coercive power.
- D) exists when the powerholder is well liked by others.
- E) is applied equally by all those who possess it.

Answer: B

Page Ref: 409

Skill: Recall

7) Coercive power

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

Answer: C

Page Ref: 410

Skill: Recall

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?

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

Answer: B

Page Ref: 410

Skill: Applied

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?

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

Answer: B

Page Ref: 409

Skill: Applied

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

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

Answer: E

Page Ref: 410

Skill: Applied

11) Referent power is especially potent because

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

Answer: D

Page Ref: 410

Skill: Applied

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?

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

Answer: C

Page Ref: 412

Skill: Recall

13) Rosabeth Moss Kanter suggests that \_\_\_\_\_ activities lead to the acquisition of power.

- A) fiscal
- B) extraordinary
- C) Machiavellian
- D) unethical
- E) charitable

Answer: B

Page Ref: 412

Skill: Recall

14) Empowerment occurs when people are given \_\_\_\_\_ to take the initiative and solve organizational problems.

- A) assertiveness training
- B) orders
- C) authority, opportunity, and motivation
- D) excessive power
- E) employees

Answer: C

Page Ref: 413

Skill: Recall

15) The relationship between performance and empowerment suggests which of the following relationships?

- A) Sufficient power—effective performance
- B) High power—effective performance
- C) Legitimate power—expert performance
- D) Low power—effective performance
- E) None of the above

Answer: A

Page Ref: 416

Skill: Applied

16) Which of the following is not an influence tactic?

- A) Machiavellianism
- B) coalition formation
- C) assertiveness
- D) rationality
- E) ingratiation

Answer: A

Page Ref: 416

Skill: Recall

17) Behaviours that are used to convert power into actual influence are called

- A) power bases.
- B) empowerment.
- C) authority.
- D) machiavellian tactics.
- E) influence tactics.

Answer: E

Page Ref: 416

Skill: Recall

18) An example of empowerment at work is approaching the service desk and hearing:

- A) "Sorry! I don't have the authority to solve that problem."
- B) "Let me refund your money in full."
- C) "I just need to get my supervisor's signature."
- D) "That's not my job."
- E) "I'll tell my boss about this."

Answer: B

Page Ref: 413

Skill: Recall

- 19) According to David McClelland, institutional managers
- A) are very concerned with how much others like them.
  - B) have a high need for power.
  - C) adopt a directive and coercive leadership style.
  - D) use their power to further their self-interests and work against organizational goals.
  - E) are more likely to succeed in public sector organizations.

Answer: B

Page Ref: 417

Skill: Recall

- 20) According to David McClelland, the most effective managers
- A) use coercive power extensively.
  - B) are institutional managers.
  - C) have a high need for personal power.
  - D) are concerned with being well-liked.
  - E) have a high need for affiliation.

Answer: B

Page Ref: 417

Skill: Recall

- 21) A manager with a high need for personal power
- A) will avoid using organizational politics.
  - B) might be rude.
  - C) will avoid using that power to influence others.
  - D) will not be concerned with status symbols.
  - E) will be the most effective manager.

Answer: B

Page Ref: 417

Skill: Recall

- 22) \_\_\_\_\_ managers use their power for self-interest, whereas \_\_\_\_\_ managers are more concerned with being liked than with exercising power.
- A) Personal power; institutional
  - B) Institutional; affiliative
  - C) Personal power; affiliative
  - D) Affiliative; personal power
  - E) Affiliative; institutional

Answer: C

Page Ref: 417

Skill: Applied

- 23) According to David McClelland, the most effective managers do not
- A) show a high degree of concern about how much others like them.
  - B) clarify organizational priorities for subordinates.
  - C) have a high need for power.
  - D) adopt a participative or coaching style of leadership.
  - E) use their power to achieve organizational goals.

Answer: A

Page Ref: 417

Skill: Recall

- 24) Which of the following statements depicts a subunit controlling strategic contingencies?
- A) Last month, there was almost no absenteeism in the production department.
  - B) The marketing department's success saved the company from bankruptcy.
  - C) The finance department spoke strongly against reorganizing the company.
  - D) The data processing department saved considerable money by contracting out certain services.
  - E) The human resources manager recruited two new management trainees.

Answer: B

Page Ref: 419

Skill: Applied

- 25) The strategic contingencies view portrays the acquisition of power as a very \_\_\_\_\_ process.
- A) rational
  - B) ethical
  - C) long
  - D) fast
  - E) political

Answer: A

Page Ref: 418

Skill: Applied

- 26) Which of the following conditions will not add to a subunit's power in the organization?
- A) The work it performs has an immediate impact on others.
  - B) It can secure scarce resources.
  - C) The work it performs is central to the organization's goals.
  - D) It can reduce organizational uncertainty.
  - E) The work it performs can be contracted out.

Answer: E

Page Ref: 419

Skill: Applied

- 27) What kind of power is most likely to be ineffective?
- A) Reward power
  - B) Expert power
  - C) Referent power
  - D) Coercive power
  - E) Legitimate power

Answer: D

Page Ref: 410

Skill: Recall

- 28) Which subunit controls strategic contingencies?
- A) The one that is most isolated from the other units.
  - B) The one that can contract out the most work.
  - C) The one that can obtain scarce resources.
  - D) The one that is most peripheral to the workflow.
  - E) The one that is most substitutable.

Answer: C

Page Ref: 418

Skill: Applied

- 29) Which of the following statements concerning organizational politics is true?
- A) Political activity is solely an individual activity, not a group or subunit activity.
  - B) Political activity is self-conscious and intentional.
  - C) Political activity involves placing organizational interests before self-interest.
  - D) Political activity cannot be countered by those with different agendas.
  - E) Political activity cannot be beneficial to the organization.

Answer: B

Page Ref: 421

Skill: Applied

- 30) The text defines organizational politics as the
- A) pursuit of self-interest.
  - B) capacity to influence others.
  - C) changing of a culture.
  - D) creation of a network.
  - E) use of power to coerce others.

Answer: A

Page Ref: 421

Skill: Recall

- 31) Using nonsanctioned means to pursue nonsanctioned ends is an example of
- A) organizational politics.
  - B) networking.
  - C) conflict resolution.
  - D) the control of strategic contingencies.
  - E) ethical behaviour.

Answer: A

Page Ref: 421

Skill: Recall

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

Answer: A

Page Ref: 421

Skill: Applied

- 33) If you gain power by controlling strategic contingencies you are most likely
- A) drawing new customers to the firm.
  - B) similar to McClelland's personal power managers.
  - C) exercising coercive power.
  - D) exhibiting Machiavellianism.
  - E) acting unethically.

Answer: A

Page Ref: 418

Skill: Applied

- 34) The most effective strategy for neutralizing a "high Mach" co-worker is to
- A) meet face-to-face.
  - B) become highly emotional and thus unnerve her.
  - C) expose her tactics and thus embarrass her.
  - D) try to make him feel guilty.
  - E) interact with him in a formal, structured manner.

Answer: E

Page Ref: 425

Skill: Applied

- 35) "High Machs" tend to be
- A) convincing liars.
  - B) moralistic individuals.
  - C) impractical people.
  - D) low self-monitors.
  - E) gullible individuals.

Answer: A

Page Ref: 425

Skill: Applied

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

Answer: E

Page Ref: 425

Skill: Recall

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

Answer: D

Page Ref: 425

Skill: Applied

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

Answer: E

Page Ref: 423

Skill: Applied



- 39) Research on corporate codes of business ethics reveals that
- A) whistle-blowing has the most consensus
  - B) sexual harassment has the most consensus
  - C) confidentiality of personal information has the most consensus
  - D) employee privacy has the most consensus
  - E) contractual and legally mandated issues has the most consensus

Answer: E

Page Ref: 428

Skill: Recall

- 40) Ethical questions usually revolve around the impact of organizational politics on various
- A) networks.
  - B) stakeholders.
  - C) subunits.
  - D) managers.
  - E) Machiavellians.

Answer: B

Page Ref: 427

Skill: Recall

- 41) The text defined ethics as
- A) reactive politics in organizations.
  - B) systematic thinking about the moral consequences of decisions.
  - C) making decisions in such a way that the rights of all parties are considered.
  - D) a major step in the rational decision-making model.
  - E) acting morally.

Answer: B

Page Ref: 427

Skill: Recall

- 42) Behaviour is likely to be most ethical under conditions of \_\_\_\_\_ competition.
- A) high
  - B) medium
  - C) low
  - D) high or low
  - E) friendly

Answer: B

Page Ref: 430

Skill: Applied

- 43) Research indicates that
- A) business students have looser ethical standards than practicing managers.
  - B) managers view themselves as having looser ethical standards than their peers.
  - C) managers view themselves as having looser ethical standards than their superiors.
  - D) managers feel that unethical practices are rare in business.
  - E) pressure to compromise one's own ethical standards in business is actually very rare.

Answer: A

Page Ref: 428

Skill: Recall

- 44) Research indicates that
- A) managers view themselves as having looser ethical standards than their peers.
  - B) people with strong economic values seem prone to unethical behaviour.
  - C) business students have higher ethical standards than practicing managers.
  - D) extreme competition reduces unethical behaviour.
  - E) formal education in ethics has little impact on ethical attitudes.

Answer: B

Page Ref: 430

Skill: Recall

- 45) According to the text, ethical business decisions are more likely to occur
- A) after some systematic thinking about a decision's moral consequences.
  - B) if industry competition is weak or nonexistent.
  - C) if a long-term orientation replaces a short-term orientation.
  - D) if we treat others the way we expect to be treated.
  - E) after managers are trained to satisfice rather than maximize.

Answer: A

Page Ref: 427

Skill: Recall

- 46) What does the deaf ear syndrome refer to?
- A) Organizational inaction in the face of nonsanctioned influence ends.
  - B) Organizational inaction in the face of allegations of sexual harassment.
  - C) Organizational inaction in the face of the abuse of power.
  - D) Organizational inaction in the face of unethical behaviour.
  - E) Organizational inaction in the face of nonsanctioned influence means.

Answer: B

Page Ref: 434

Skill: Recall

- 47) The most severe forms of sexual harassment are committed by
- A) coworkers.
  - B) supervisors.
  - C) subordinates.
  - D) customers.
  - E) top management.

Answer: B

Page Ref: 433

Skill: Recall

- 48) The most frequent perpetrators of sexual harassment are
- A) supervisors
  - B) top management.
  - C) coworkers.
  - D) customers.
  - E) subordinates.

Answer: C

Page Ref: 433

Skill: Recall

49) Which of the following is a defensive behaviour used to avoid blame for the consequences of some behaviour?

- A) Buck passing.
- B) Ingratiation.
- C) Stalling
- D) Buffing.
- E) Overconforming.

Answer: D

Page Ref: 426

Skill: Recall

50) Which of the following is a defensive behaviour that is used to avoid taking action?

- A) Ingratiation.
- B) Rationality.
- C) Overconforming.
- D) Buffing.
- E) Scapegoating.

Answer: C

Page Ref: 426

Skill: Recall

51) Which of the following is an example of an influence tactic?

- A) Buffing.
- B) Stalling.
- C) Ingratiation.
- D) Overconforming.
- E) Buck passing.

Answer: C

Page Ref: 416

Skill: Recall

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

- A) comprehending others and translating comprehension into influence
- B) influencing others and translating influence into personal gain
- C) influencing others and translating influence into self-interest
- D) comprehending others and translating comprehension into action
- E) comprehending others and translating comprehension into power

Answer: A

Page Ref: 422

Skill: Recall

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?

- A) referent power
- B) expert power
- C) high need for power
- D) a machiavellian personality
- E) political skill

Answer: E

Page Ref: 422

Skill: Applied

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

- A) social astuteness and ingratiation
- B) social astuteness and apparent sincerity
- C) rationality and apparent sincerity
- D) networking ability and assertiveness
- E) social astuteness and ingratiation

Answer: B

Page Ref: 422

Skill: Recall

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?

- A) assertiveness
- B) networking ability
- C) ingratiation
- D) social astuteness
- E) interpersonal influence

Answer: D

Page Ref: 422

Skill: Applied

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

- A) interpersonal influence
- B) networking ability
- C) apparent sincerity
- D) assertiveness
- E) social astuteness

Answer: D

Page Ref: 422

Skill: Recall

57) Political skill is positively related to

- A) job performance
- B) absenteeism
- C) occupation
- D) career success
- E) job satisfaction

Answer: A

Page Ref: 423

Skill: Recall

58) What do general managers do to bolster their political networks?

- A) meetings and informal small talk
- B) face-to-face encounters and informal small talk
- C) social activities and informal small talk
- D) face-to-face encounters and social activities
- E) attend conferences and informal small talk

Answer: B

Page Ref: 423

Skill: Recall

59) If you do favours for others and stress the obligations of others to you, what are you doing?

- A) coalition formation
- B) bolstering your political network
- C) increasing your referent power
- D) assertiveness
- E) buffering

Answer: B

Page Ref: 423

Skill: Applied

60) The following are aspects to networking except

- A) maintaining contacts
- B) socializing
- C) engaging in professional activities
- D) upward appeal
- E) participating in community activities

Answer: D

Page Ref: 424

Skill: Recall

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?

- A) ingratiation
- B) assertiveness
- C) increasing internal visibility
- D) upward appeal
- E) maintaining contacts

Answer: C

Page Ref: 424

Skill: Applied

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?

- A) engage in professional activities
- B) maintain contacts
- C) socialize
- D) increase internal visibility
- E) participate in community activities

Answer: B

Page Ref: 424

Skill: Applied

63) What personality types are most likely to engage in networking behaviours?

- A) high need for power and high machiavellianism
- B) high self-esteem and extraversion
- C) high self-esteem and high machiavellianism
- D) high need for power and extraversion
- E) high need for power and self-esteem

Answer: B

Page Ref: 425

Skill: Recall

64) What networking activities are most associated with career success?

- A) maintaining contacts and increasing internal visibility
- B) maintaining contacts and socializing
- C) engaging in professional activities and participating in community activities
- D) maintaining contacts and engaging in professional activities
- E) engaging in professional activities and increasing internal visibility

Answer: E

Page Ref: 424

Skill: Recall

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?

- A) Jill and Cara
- B) Cara
- C) Jill and Sally
- D) Sally
- E) Jill

Answer: E

Page Ref: 424

Skill: Applied

66) What employees are especially concerned about networking?

- A) high machiavellians
- B) men
- C) telecommuters
- D) new employees
- E) women

Answer: No Correct Answer Was Provided.

Page Ref: 424

Skill: Recall

67) What is Dr. Jeffrey Wigand known for?

- A) whistle-blowing
- B) high need for power
- C) sexual harassment
- D) networking
- E) unethical behaviour

Answer: A

Page Ref: 431

Skill: Recall

68) What do Sherron Watkins, Cynthia Cooper, and Coleen Rowley have in common?

- A) high need for power
- B) calling attention to sexual harassment
- C) networking
- D) unethical behaviour
- E) whistle-blowing

Answer: E

Page Ref: 431

Skill: Recall

69) Highly political climates result in all of the following except

- A) lower job satisfaction
- B) lower organizational commitment
- C) increased turnover intentions
- D) lower feelings of organizational support
- E) none of the above

Answer: B

Page Ref: 422

Skill: Recall

70) What is the effect of politics on job performance?

- A) it has a positive effect on older workers and a negative effect on younger workers
- B) it has a negative effect on older workers but not younger workers
- C) it has a positive effect on younger workers and a negative effect on older workers
- D) it has a negative effect on younger workers but not older workers
- E) it has a negative effect on all workers

Answer: B

Page Ref: 422

Skill: Recall

71) What is the relation between the bases of power and influence tactics?

- A) coercive power uses ingratiation
- B) referent power uses upward appeal
- C) expert power uses exchange
- D) coercive power uses assertiveness
- E) referent power uses rationality

Answer: D

Page Ref: 416

Skill: Recall

72) What influence tactic do people report using very frequently?

- A) ingratiation
- B) exchange
- C) assertiveness
- D) rationality
- E) upward appeal

Answer: D

Page Ref: 416

Skill: Recall

73) What group(s) is most likely to be the recipients of the assertiveness influence tactic?

- A) superiors
- B) subordinates, peers, and superiors
- C) subordinates and peers
- D) peers
- E) subordinates

Answer: E

Page Ref: 416

Skill: Recall

74) Rationality is most likely to be directed toward

- A) peers
- B) superiors
- C) subordinates
- D) women
- E) men

Answer: B

Page Ref: 416

Skill: Recall

75) What influence tactics are most favoured for influencing peers and subordinates?

- A) upward appeal, ingratiation, and rationality
- B) exchange, ingratiation, and upward appeal
- C) exchange, assertiveness, and ingratiation
- D) ingratiation, rationality, and exchange
- E) assertiveness, ingratiation, and rationality

Answer: B

Page Ref: 416

Skill: Recall

76) What influence tactic is associated with better performance evaluations for men?

- A) assertiveness
- B) upward appeal
- C) exchange
- D) rationality
- E) ingratiation

Answer: D

Page Ref: 417

Skill: Recall



77) The more critical and unusual an individual's expertise, the more referent power she has.

Answer: True ☒ False

Page Ref: 410

Skill: Applied

78) Political activity is most common at middle and upper management levels.

Answer: ☒ True False

Page Ref: 422

Skill: Recall

79) Superordinate goals are defined as the organization's most important strategic contingencies.

Answer: True ☒ False

Page Ref: 418

Skill: Recall

80) Networking can be an example of organizational politics.

Answer: ☒ True False

Page Ref: 422

Skill: Applied

81) According to McClelland, the most effective managers have a high need for power and want others to like them.

Answer: True ☒ False

Page Ref: 417

Skill: Applied

82) The text defines ethics as treating others the way you or your organization would expect to be treated.

Answer: True ☒ False

Page Ref: 427

Skill: Recall

83) Managers tend to see themselves as having higher ethical standards than their peers.

Answer: ☒ True False

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Skill: Recall

84) A leader's legitimate power is the power base most consistently associated with employee effectiveness.

Answer: True ☒ False

Page Ref: 411

Skill: Applied

85) A department that controls strategic contingencies has a strong effect on the activities of other departments.

Answer: ☒ True False

Page Ref: 418

Skill: Applied

86) Research using written descriptions of ethical dilemmas suggests that students have higher ethical standards than practicing managers.

Answer: True ☒ False

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Skill: Recall

87) Even though they feel very guilty about their tactics, Machiavellians will do almost anything to get their own way.

Answer: True ☒ False

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Skill: Recall

88) Average or mid-range levels of business competition seem to stimulate the most unethical behaviour in organizations.

Answer: True ☒ False

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Skill: Applied

89) A survey of corporate codes of business ethics found the most consensus for issues pertaining to discrimination/equal opportunity and human rights.

Answer: True ☒ False

Page Ref: 428

Skill: Recall

90) Machiavellians tend to be active organizational politicians.

Answer: ☒ True ☐ False

Page Ref: 425

Skill: Recall

91) Power can exist in a relationship even though it is not used or exercised.

Answer: ☒ True ☐ False

Page Ref: 409

Skill: Recall

92) More men than women have a high need for power.

Answer: True ☒ False

Page Ref: 417

Skill: Recall

93) The strategic contingencies idea views the acquisition of power as a very rational process rather than as a highly political process.

Answer: ☒ True ☐ False

Page Ref: 418

Skill: Recall

94) Organizational politics is defined as the intentional damaging of the interests of other organizational members.

Answer: True ☒ False

Page Ref: 421

Skill: Recall

95) Machiavellians are consistent social loners who avoid forming alliances with others.

Answer: True ☒ False

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Skill: Recall

96) Some personality dimensions seem to contribute to unethical behaviour.

Answer: ☒ True ☐ False

Page Ref: 430

Skill: Recall

97) Being able to cope with environmental uncertainty can be a strong source of power within an organization.

Answer: ☒ True ☐ False

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Skill: Applied

98) The human resources department is an example of an organizational subunit.

Answer: ☒ True ☐ False

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Skill: Applied

99) Centrality in the work flow reduces the power of an organizational subunit.

Answer: ☐ True ☒ False

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Skill: Applied

100) Effective managers are generally viewed as being high in coercive power.

Answer: ☐ True ☒ False

Page Ref: 411

Skill: Applied

101) Of the various bases of individual managerial power, expertise is most consistently associated with employee effectiveness.

Answer: ☒ True ☐ False

Page Ref: 411

Skill: Applied

102) According to David McClelland, institutional managers are more effective than personal power managers.

Answer: ☒ True ☐ False

Page Ref: 417

Skill: Recall

103) The strategic contingencies view of power portrays power acquisition as a highly political and Machiavellian process.

Answer: ☐ True ☒ False

Page Ref: 418

Skill: Recall

104) Subunits whose work is highly substitutable by other sources acquire substantial power by virtue of their flexibility and adaptability.

Answer: ☐ True ☒ False

Page Ref: 419

Skill: Applied

105) The large majority of managers agree that unethical practices occur in business.

Answer: ☒ True ☐ False

Page Ref: 427

Skill: Recall

106) The most severe forms of sexual harassment are committed by supervisors.

Answer: ☒ True ☐ False

Page Ref: 433

Skill: Recall

107) The most frequent perpetrators of sexual harassment are supervisors.

Answer: ☐ True ☒ False

Page Ref: 433

Skill: Recall

108) Political skill is positively related to job performance.

Answer: ☒ True ☐ False

Page Ref: 423

Skill: Recall

109) Skilled politicians are more inclined to feel stressed in response to role conflict.

Answer: ☐ True ☒ False

Page Ref: 423

Skill: Recall

110) General managers use informal small talk to bolster their political networks.

Answer: ☒ True ☐ False

Page Ref: 423

Skill: Recall

111) Men and women engage in networking equally except for socializing.

Answer: ☒ True ☐ False

Page Ref: 424

Skill: Recall

112) Men engage in more socializing activities than women.

Answer: ☒ True ☐ False

Page Ref: 424

Skill: Recall

113) Those high in self-esteem and extraversion are more likely to engage in networking behaviours.

Answer: ☒ True ☐ False

Page Ref: 424

Skill: Recall

114) The relationship between networking activities and career success only applies to men.

Answer: ☒ True ☐ False

Page Ref: 424

Skill: Recall

115) Maintaining contacts and increasing internal visibility are most associated with career success.

Answer: True ☒ False

Page Ref: 424

Skill: Recall

116) Dr. Jeffrey Wigand is best known for his unethical behaviour.

Answer: True ☒ False

Page Ref: 431

Skill: Recall

117) Politics can take a toll on the performance of older workers but not younger workers.

Answer: ☒ True False

Page Ref: 422

Skill: Recall

118) Power is a concept that applies to individuals.

Answer: True ☒ False

Page Ref: 409

Skill: Recall

119) Empowerment fosters job satisfaction but not performance.

Answer: True ☒ False

Page Ref: 414

Skill: Recall

120) All uses of power constitute politics.

Answer: True ☒ False

Page Ref: 420

Skill: Recall

121) Jane, a professor, has more important publications than anyone in her university department. She is very high on the \_\_\_\_\_ power base.

Answer: expert

Page Ref: 411

Skill: Applied

122) The most effective managers have a high need for power and a low need for \_\_\_\_\_.

Answer: affiliation

Page Ref: 417

Skill: Applied

123) The strategic contingencies view portrays power acquisition as a very \_\_\_\_\_ process rather than a political process.

Answer: rational

Page Ref: 418

Skill: Recall

- 124) Sam pursued his self-interest at Omega Corporation, even when it went against organizational goals. This is an example of \_\_\_\_\_.  
Answer: organizational politics  
Page Ref: 421  
Skill: Applied
- 125) Using nonsanctioned means to pursue nonsanctioned ends in an organization is a clear-cut case of \_\_\_\_\_.  
Answer: organizational politics  
Page Ref: 421  
Skill: Applied
- 126) \_\_\_\_\_ is systematic thinking about the moral consequences of decisions.  
Answer: Ethics  
Page Ref: 427  
Skill: Recall
- 127) If we compare the responses of business students and practicing managers to written descriptions of ethical issues we find that \_\_\_\_\_.  
Answer: managers seem more ethical  
Page Ref: 428  
Skill: Applied
- 128) William's employees cooperate with him because they like him. Thus, he has \_\_\_\_\_ power over them.  
Answer: referent  
Page Ref: 410  
Skill: Applied
- 129) \_\_\_\_\_ play hard organizational politics by acting cool in the face of emotion, forming alliances with others, and not feeling guilty.  
Answer: Machiavellians  
Page Ref: 425  
Skill: Recall
- 130) The sergeant defers to the captain because he is the captain. Thus, the captain has \_\_\_\_\_ power over the sergeant.  
Answer: legitimate  
Page Ref: 409  
Skill: Applied
- 131) The finance department was central to the workflow, it controlled scarce resources, and its work was not substitutable. It had power in the organization because it \_\_\_\_\_.  
Answer: controlled strategic contingencies  
Page Ref: 418  
Skill: Applied
- 132) \_\_\_\_\_ means giving people the authority, opportunity, and motivation to take initiative and solve organizational problems.  
Answer: Empowerment  
Page Ref: 413  
Skill: Recall

- 133) In deciding whether organizational politics is ethical, it is a good idea to think about its impact on interested parties. These interested parties are often called \_\_\_\_\_.  
Answer: stakeholders  
Page Ref: 427  
Skill: Recall
- 134) \_\_\_\_\_ are used to convert power into actual influence over others.  
Answer: Influence tactics  
Page Ref: 416  
Skill: Recall
- 135) Employee effectiveness is highest when the boss is high on the \_\_\_\_\_ power base.  
Answer: expert  
Page Ref: 411  
Skill: Applied
- 136) To gain power in an organization one's activities should be extraordinary, relevant, and \_\_\_\_\_.  
Answer: visible  
Page Ref: 412  
Skill: Recall
- 137) A subtle form of politicking involves establishing good relations with key people inside and/or outside of the organization. This is known as \_\_\_\_\_.  
Answer: networking  
Page Ref: 422  
Skill: Recall
- 138) \_\_\_\_\_ is the capacity to influence others who are in a state of dependence.  
Answer: Power  
Page Ref: 409  
Skill: Recall
- 139) The inaction or complacency of organizations in the face of charges of sexual harassment is known as the \_\_\_\_\_.  
Answer: deaf ear syndrome  
Page Ref: 434  
Skill: Recall
- 140) Blaming others when things go wrong is known as \_\_\_\_\_.  
Answer: scapegoating.  
Page Ref: 426  
Skill: Recall
- 141) \_\_\_\_\_ is the ability to understand others at work and to use that knowledge to influence others to act in ways that enhance one's personal or organizational objectives.  
Answer: Political skill  
Page Ref: 422  
Skill: Applied

142) Political skill is positively related to \_\_\_\_\_.

Answer: job performance

Page Ref: 423

Skill: Recall

143) Skilled politicians are less inclined to feel \_\_\_\_\_ in response to role conflict.

Answer: stressed

Page Ref: 423

Skill: Recall

144) Those high in self-esteem and \_\_\_\_\_ are more likely to engage in networking behaviours.

Answer: extraversion

Page Ref: 424

Skill: Recall

145) Engaging in professional activities and \_\_\_\_\_ are most associated with career success.

Answer: increasing internal visibility

Page Ref: 424

Skill: Recall

146) The relationship between networking activities and career success only applies to \_\_\_\_\_.

Answer: men

Page Ref: 424

Skill: Recall

147) Men and women engage in networking equally, except for \_\_\_\_\_.

Answer: socializing

Page Ref: 424

Skill: Recall

148) \_\_\_\_\_ is the ability to understand others at work and to use that knowledge to influence others to act in ways that enhance one's personal or organizational objectives.

Answer: Political skill

Page Ref: 422

Skill: Recall

149) The two aspects of political skill are comprehending others and translating this comprehension into \_\_\_\_\_.

Answer: influence

Page Ref: 422

Skill: Recall

150) \_\_\_\_\_ involves the disclosure of illegitimate practices by a current or former organizational member to some person or organization that might be able to take action to correct these practices.

Answer: Whistle-blowing

Page Ref: 431

Skill: Recall



151) Liaisons with key \_\_\_\_\_ probably represent the best way of obtaining power through cultivating others.

Answer: superiors

Page Ref: 413

Skill: Recall

152) People who are empowered have a strong sense of \_\_\_\_\_.

Answer: self-efficacy

Page Ref: 414

Skill: Recall

153) Empowerment fosters job satisfaction and high \_\_\_\_\_.

Answer: performance

Page Ref: 414

Skill: Recall

154) Women who used \_\_\_\_\_ as an influence tactic receive the highest performance evaluations.

Answer: ingratiation

Page Ref: 417

Skill: Recall

155) What are the five bases of individual power? Which one do you think is most powerful overall? Provide an example to illustrate your rationale.

Answer: Legitimate, reward, coercive, referent, and expert. Student opinions will vary somewhat on which power base they consider to be the most powerful. Some students will correctly point out that the most powerful base depends on the situational context and nature of the organization. Generally, the three most common responses will be referent, expert, and legitimate — each of which could be supported with valid arguments. For example, referent power can be exercised by an individual regardless of their organizational status or the situational context. Expert power accruing to managers has been most consistently associated with employee effectiveness. Referent and expert power together are most likely to generate true commitment and enthusiasm for the manager's agenda. However, legitimate power is often accompanied by reward and coercive power, and studies across various cultures cite legitimate power as the major reason for complying with the boss's wishes. Finally, in workplace "showdowns" between legitimate power (e.g. the boss) and expert power (e.g. a highly competent employee), legitimate power almost always prevails.

Page Ref: 409

Skill: Applied

156) Richard Thackeray has just been hired as a management trainee in the marketing department at Kapster Enterprises. He is hoping to quickly move up the corporate hierarchy and eventually become the Vice President of Marketing. However, Richard realizes that there are several powerful managers above him in the hierarchy who undoubtedly have aspirations about becoming a vice president as well. What advice might you give to Richard about how to obtain power?

Answer: Applying the concepts of Rosabeth Moss Kanter, Richard should pursue activities which are extraordinary, visible and relevant. He should also try to cultivate relationships with the right people including outsiders, peers, and superiors.

Page Ref: 412

Skill: Applied

157) Gordon Wong, VP of Human Resources at Zeta Manufacturing, has just reviewed last month's disappointing productivity figures from the assembly plant where an empowerment program was launched six months ago. Not only was performance down, but employee expenses and related costs had doubled over the same period last year. Gordon could not understand why the empowerment program had not achieved better productivity results — especially since the assembly workers now had virtually complete control over their jobs. As he reviewed the report he pondered, "Perhaps our empowerment initiatives did not go far enough? Maybe we need to give them even more power?" Using your knowledge of empowerment, what advice might you give to Gordon?

Answer: As Exhibit 12.2 (page 416) in the text illustrates, the key to improving performance through empowerment is to give workers sufficient power · not excessive power. Gordon should consider reducing power levels first (e.g. perhaps by introducing some productivity quotas and expense controls) instead of increasing them.

Page Ref: 416

Skill: Applied

158) Describe four influence tactics and explain how each may be related to one of the individual power bases.

Answer: Six influence tactics are actually presented in the text: assertiveness, ingratiation, rationality, exchange, upward appeal, and coalition formation. Each tactic may be used to convert power into influence depending on the circumstances · e.g. someone with coercive power might use assertiveness; someone with referent power might use ingratiation; someone with reward power might use exchange; and someone with expert power might use rationality or upward appeal.

Page Ref: 416

Skill: Applied

159) What are strategic contingencies? How might a small department in a large organization use strategic contingencies to become more powerful?

Answer: Strategic contingencies are critical factors affecting organizational effectiveness that are controlled by a key subunit. The small department may be able to increase its subunit power by controlling or manipulating one or more of the key strategic contingencies — e.g. securing scarce resources, coping with uncertainty or creating more certainty, increasing centrality, and reducing substitutability.

Page Ref: 418

Skill: Applied

160) Explain how organizational politics may lead to behaviours which are potentially functional and dysfunctional to an organization. Give an example of each.

Answer: Exhibit 12.4 (page 421) in the text nicely summarizes the potential for functional and dysfunctional behaviours along the basic dimensions of organizational politics. Political behaviour involving sanctioned ends but nonsanctioned means may result in functional consequences to the organization (e.g. bribing a foreign official to help win a large export contract for your company). Political behaviour involving either sanctioned means and nonsanctioned ends, or nonsanctioned means and nonsanctioned ends, both result dysfunctional consequences to the organization. An example of the former might involve a manager who agrees to promote an employee in exchange for the employee's cooperation in concealing some fraudulent expense reports he submitted. Examples of the latter might involve any manager who violates rules or squanders organizational resources in order to enhance his or her own personal power.

Page Ref: 421

Skill: Applied

161) Define several defensive behaviours commonly used by organizational members to either reduce activity or avoid blame for the consequences of an activity.

Answer: Stalling, overconforming, buck-passing, buffing, and scapegoating.

Page Ref: 426

Skill: Recall

162) What are some of the main causes of unethical behaviour in organizations?

Answer: Potential for individual gain, role conflict, too much or too little competition, organizational and industry culture, and certain personality traits such as high economic values or a need for personal power.

Page Ref: 429

Skill: Recall

163) Discuss what organizations can do to improve their responsiveness and deal with allegations of sexual harassment.

Answer: They can examine the characteristics of deaf ear organizations; foster management support and education; stay vigilant; take immediate action; create a state-of-the-art policy; establish clear reporting procedures.

Page Ref: 434

Skill: Recall

164) Discuss the major themes associated with the ethical issues faced by managers and provide examples of ethical behaviour.

Answer: The themes and examples include: honest communication (advertise honestly); fair treatment (pay equitably); special consideration ("fair treatment" standard can be modified for special cases); fair competition (avoid bribes and kickbacks); responsibility to organization (avoid waste and inefficiency); corporate social responsibility (do not pollute); and respect for law (follow the letter and spirit of labour laws).

Page Ref: 429

Skill: Recall

165) What are the main reasons for why organizations fail to respond to allegations of sexual harassment.

Answer: Three main reasons have been found: Inadequate organizational policies and procedures for managing sexual harassment complaints; defensive managerial reactions and rationalizations for failing to act in the face of complaints; and organizational features that contribute to inertial tendencies such as international companies in foreign countries.

Page Ref: 434

Skill: Recall

166) What does it mean to have political skill and what are the four facets to political skill?

Answer: Political skills is the ability to understand others at work and to use that knowledge to influence others to act in ways that enhance one's personal or organizational objectives. The four facets to political skill are: social astuteness, interpersonal influence, apparent sincerity, and networking ability.

Page Ref: 422

Skill: Recall

167) Just before Darrow graduated from university, he was told that once he begins work he should learn how to network because it can help him in his career. While Darrow understands what it means to network, he is not sure of the actual things he must do to network or how effective it will be. He has asked you to describe how to network and the effect that it will have on his career. What are the various networking behaviours you should describe to Darrow and which ones are most effective?

Answer: The text describes five aspects of networking: maintaining contacts, socializing, engaging in professional activities, participating in community activities, and increasing internal visibility. Engaging in professional activities and increasing internal visibility are associated with career success (compensation, promotions, perceived success) but only for men.

Page Ref: 424

Skill: Applied

168) Why are telecommuters concerned about networking and how do they respond to their concerns?

Answer: They are concerned about being "cut out of the loop" of office influence because they are not physically present for informal office interaction. They worry that this will damage their promotion opportunities. Successful telecommuters respond to these concerns by going to extra trouble to keep their bosses and co-workers informed about what they are doing at home and keeping their names visible in the communication network.

Page Ref: 424

Skill: Applied