

Student: \_\_\_\_\_

1. 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 behaviours.
  - 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.
  
2. Power is only \_\_\_\_\_ and not \_\_\_\_\_.
  - A. good; bad
  - B. weak; strong
  - C. potential; behaviour
  - D. apparent; hidden
  - E. intended; unintended
  
3. The capacity to influence others in organizational settings is known as:
  - A. organizational politics
  - B. coercion
  - C. impression management
  - D. organizational influence
  - E. organizational power
  
4. 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.
  
5. 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.
  
6. The power that the dependent party has over the dominant party in order to maintain the exchange relationship is known as:
  - A. reverse dependence
  - B. substitutability
  - C. countervailing power
  - D. visibility
  - E. legitimate power

7. 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 in the exchange 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.
8. 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 that support that power base.
9. Which of the following is NOT a distinct source of power?
  - A. Legitimate power
  - B. Centrality power
  - C. Referent power
  - D. Coercive power
  - E. Expert power
10. Legitimate, referent, and expert are:
  - A. different types of organizational politics
  - B. different forms of visibility.
  - C. different sources of organizational power
  - D. different types of substitutability
  - E. different contingencies of organizational power
11. 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. the organization grants formal authority AND employees agree to let the manager use this authority.
12. Which of these statements about legitimate power is FALSE?
  - A. Legitimate power depends on more than job descriptions.
  - B. Employees in Canada are generally less likely to accept legitimate power than employees in high power distance cultures.
  - C. Your boss's power to make you work overtime partly depends on your agreement to this power.
  - D. Employees are generally more tolerant of legitimate power today than were employees a few decades ago.
  - E. All employees have some degree of legitimate power.
13. 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
14. 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. the employees have low collectivism.

15. Which of the following is one of the five main sources of power?
  - A. Discretion
  - B. Visibility
  - C. Substitutability
  - D. All of these are sources of power
  - E. None of these are sources of power
16. Which source of power can employees potentially have over their supervisors?
  - A. Legitimate power
  - B. Coercive power
  - C. Expert power
  - D. Employees can potentially have all of these sources of power over their supervisors.
  - E. Employees never have any of these sources of power over their supervisors.
17. Which source of power might non-management employees have over their supervisors?
  - A. Reward power
  - B. Expert power
  - C. Referent power
  - D. All of these are employee sources of power over their supervisors.
  - E. None of these are employee sources of power over their supervisors.
18. Which of these sources of power originates mainly from the powerholder's own characteristics rather than the position?
  - A. Expert power
  - B. Legitimate power
  - C. Coercive power
  - D. Reward power
  - E. All of these
19. 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. union density has been reduced in the private sector.
  - D. employers have a higher power distance than in the past.
  - E. None of the above explanations are correct.
20. Control over information flow is a power base when:
  - A. others are dependent on that resource.
  - B. it is disseminated throughout the organization.
  - C. the organization has an all-channel communication structure.
  - D. it is associated with the coercive power base.
  - E. the 'wheel' communication structure exists.
21. Control over information flow is a form of which source of power?
  - A. Referent power
  - B. Expert power
  - C. Coercive power
  - D. Reward power
  - E. Legitimate power
22. 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 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 power of supervisors by moving to a wheel formation of information flow.

23. Which kind of power is derived from the person's ability to control the allocation of valued resources and to remove negative sanctions?
- A. Allocative power
  - B. Coercive power
  - C. Reward power
  - D. Ingratiation.
  - E. All of the above
24. The \_\_\_\_\_ is a felt obligation and social expectation of helping or otherwise giving something of value to someone who has already helped or given something to you.
- A. norm of expectation
  - B. norm of replication
  - C. norm of reciprocity
  - D. norm of obligation
  - E. norm of equity
25. Coping with uncertainty is a variation of:
- A. legitimate power.
  - B. expert power.
  - C. coercive power.
  - D. referent power.
  - E. none of these.
26. 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 these lists strategies for coping with uncertainty.
27. Which of the following is NOT a strategy for coping with uncertainty?
- A. Prevention
  - B. Substitution
  - C. Forecasting
  - D. Absorption
  - E. None of these is a strategy for coping with uncertainty.
28. As organizations increasingly rely on knowledge rather than on machines and physical resources as the means of production, employees will:
- A. gain expert power in the workplace.
  - B. lose power in the labour market.
  - C. gain more referent power in the workplace.
  - D. become more tolerant of their boss's legitimate power.
  - E. become less willing to use organizational politics to get their way.
29. Referent power is typically associated with:
- A. reward systems.
  - B. educational systems.
  - C. knowledge management.
  - D. peer pressure.
  - E. charisma.

30. 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.
31. Which of the following IS a contingency of power?
- A. Coercive
  - B. Legitimate
  - C. Referent
  - D. All of these are contingencies of power.
  - E. None of these are contingencies of power.
32. 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 these.
33. 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
34. Employees have LESS power in the organization when:
- A. their work has an immediate impact on organizational effectiveness.
  - B. their work can be outsourced.
  - C. their work reduces organizational uncertainty.
  - D. their work is central to the organization's goals.
  - E. they are able to help the organization to secure scarce resources.
35. 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. Discretion
  - C. Centrality
  - D. Indiscretion
  - E. Coercive
36. 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

37. Axel wants to punish a subordinate that he personally dislikes. However, the subordinate fulfills all his job duties and produces excellent work. Both Axel and the subordinate are governed by very comprehensive policies and rules negotiated by a union in a collective agreement. Which contingency does Axel lack thereby preventing him from punishing the subordinate?
- A. Counterproductive power
  - B. Non-substitutability
  - C. Centrality
  - D. Discretion
  - E. Visibility
38. 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. Countervailing power
  - B. Non-substitutability
  - C. Centrality
  - D. Discretion
  - E. Visibility
39. Which of the following is a contingency of power?
- A. Legitimacy
  - B. Referent
  - C. Visibility
  - D. Suitability
  - E. None of these are contingencies of power.
40. Which of the following conditions would maximize your power through visibility?
- A. You successfully deter the organization from hiring others with your valued skills.
  - B. You become a member of a committee consisting mainly of senior people who must select a new university vice-chancellor.
  - C. You are given the right to ignore formal rules and regulations when deciding this year's work schedule for employees in your department.
  - D. You move into a job where your work affects other organizational members very quickly.
  - E. You redesign a piece of equipment and avoid documenting these changes.
41. Playing the "face time" game potentially increases a lower-level employee's power by increasing:
- A. the employee's coercive power.
  - B. the employee's visibility.
  - C. how quickly other people are affected by the employee's actions.
  - D. the employee's ability to cope with organizational uncertainties.
  - E. the employee's substitutability.
42. The CEO of a large organization once commented that earlier in his career, he displayed his diplomas and awards in his office. 'Top management would drop by my office and immediately get a sense that I was an expert and a professional', the CEO explained. 'I believe displaying my credentials helped me get promoted.' The diplomas helped this executive gain power:
- A. because he and his diplomas 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.

43. A software engineer was able to get placed into a 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.
44. According to the textbook, social networks 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. increasing the person's expert power.
  - E. increasing the person's referent power and expert power.
45. 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 social 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.
46. By engaging successfully in social networking, employees increase their:
- A. socialistic tendencies.
  - B. centrality.
  - C. social power.
  - D. social capital.
  - E. expert power and centrality, but not referent power.
47. Employees who engage in social 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.
48. \_\_\_\_\_ is the knowledge and other resources available to people, teams, or organizations from a durable network that connect them to others.
- A. Resource capital
  - B. Expert capital
  - C. Social capital
  - D. Network capital
  - E. Intangible capital
49. What types of power do people tend to gain by being part of social networks?
- 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

50. The area between two or more dense social network areas that lacks network ties is called a:
- A. dead zone.
  - B. structural hole.
  - C. social hole.
  - D. black hole
  - E. social isolation zone.
51. According to the authors, women are often excluded from informal management networks because they:
- A. use communication styles that are different than men.
  - B. have too many other responsibilities to join social networks at work.
  - C. do not participate in golf games and other male-dominated social events.
  - D. prefer to join mostly non-management social networks.
  - E. are prevented from doing so due to the "glass ceiling" effect.
52. When your boss requests that you complete a particular task, he is applying which form of influence?
- A. Silent authority
  - B. Referent
  - C. Assertiveness
  - D. Exchange
  - E. Expert
53. Which of the following is NOT identified in the textbook as a form of influence?
- A. Ingratiation
  - B. Upward appeal
  - C. Persuasion
  - D. Pleading
  - E. Information control
54. 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.
55. 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

56. 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 influence is Krystal mainly using here?
- A. Silent authority
  - B. Coalition formation
  - C. Assertiveness
  - D. Impression management
  - E. Both silent authority AND coalition formation.
57. 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. DTo 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.
58. 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.
59. Which influence strategy is the most common in high power distance cultures?
- A. Upward appeal
  - B. Persuasion
  - C. Assertiveness
  - D. Silent authority
  - E. Ingratiation
60. Persuading people 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. they believe you have expertise and credibility.
  - D. the employee is publicly committed to an opposing attitude.
  - E. Persuasion research recommends none of these activities.
61. Which of these actions would help persuade an employee to support your recommendation about the company introducing an on-site childcare facility?
- A. Discussing the issue face-to-face with the employee rather than through a memo.
  - B Convincing the employee that you have no vested interest in the childcare facility other than the belief . that it is good for the organization.
  - C. Starting by saying something about the childcare facility that the employee agrees with.
  - D. Describing both positive and negative features of the childcare facility.
  - E. All of these would help to persuade an employee to support your recommendation.

62. In persuasive communication, the inoculation effect refers to:
- A. warning listeners about arguments that others will use to influence them against your position.
  - B. warning listeners that your ideas are probably incorrect and should therefore be ignored.
  - C. the situation in which listeners have heard too many of your arguments and consequently feel that you are pressuring them too much on this issue.
  - D. the situation in which you use written rather than verbal channels of communication to persuade other people.
  - E. the situation in which you easily persuade others because they perceive you as highly credible and trustworthy.
63. 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.
64. 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.
65. 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 these are forms of ingratiation.
  - E. Only helping co-workers and seeking advice from others represent examples of ingratiation.
66. Which of the following is an influence strategy?
- A. Dressing appropriately for the occasion.
  - B. Being polite to others.
  - C. Reminding co-workers of their obligation to serve customers.
  - D. All of these are influence strategies.
  - E. None of these are influence strategies.
67. \_\_\_\_\_ 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
68. 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 these are forms of impression management.
  - E. None of the above represent impression management.

69. Various studies consistently report that many job applicants falsify information on their resumé. This is an example of which influence tactic?
- A. Persuasion
  - B. Forming coalitions
  - C. Networking
  - D. Impression management
  - E. Exchange
70. Negotiation is an integral part of which influence activity?
- A. Silent authority
  - B. Coercive
  - C. Exchange
  - D. All of these influence activities.
  - E. None of these influence activities.
71. The influence strategy called "exchange" applies:
- A. negotiation.
  - B. ingratiation.
  - C. persuasion.
  - D. nonsubstitutability.
  - E. both negotiation and ingratiation.
72. Which of the following is considered a "hard" influence tactic?
- A. Exchange
  - B. Assertiveness
  - C. Information control
  - D. Upward appeal
  - E. All of these are described as "hard" influence tactics.
73. Which of the following is the LEAST forceful influence tactic?
- A. Ingratiation
  - B. Assertiveness
  - C. Upward appeal
  - D. Silent authority
  - E. Information control
74. Commitment typically results when people are influenced using which power bases?
- A. Legitimate and coercive
  - B. Legitimate and expert
  - C. Reward and coercive
  - D. Expert and referent
  - E. Reward and referent
75. Which source of power tends to produce compliance or resistance, but not commitment, to the requested behaviour?
- A. Reward power
  - B. Legitimate power
  - C. Referent power
  - D. All of these produce compliance or resistance, but not commitment.
  - E. Reward AND legitimate power produce compliance or resistance, but not commitment.

76. Which of the following statements is FALSE?
- A. Exchange tactics tend to be more common and effective between supervisors and subordinates in Canada than in most Asian cultures.
  - B. Ingratiation tends to minimize conflict and support a trusting relationship.
  - C. A person's position in the organizational hierarchy is a factor when determining the best influence tactic to apply.
  - D. People with strong expert power would be more successful applying persuasion than any other influence tactic.
  - E. Employees lose respect for supervisors who engage in ingratiation and impression management.
77. The most appropriate influence strategy:
- A. is impression management.
  - B. depends on personal, organizational, and cultural values.
  - C. is based on legitimate power.
  - D. is assertiveness and other hard tactics rather than soft tactics.
  - E. is to use soft tactics, never hard tactics.
78. Cultural values and the person's position in the organization are:
- A. the two most important sources of power in organizations.
  - B. the main reasons why people are Machiavellian.
  - C. two contingencies of power.
  - D. the two most important causes of organizational politics.
  - E. two factors to consider when determining the best influence tactic to use.
79. 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 these.
80. Scholars tend to describe influence tactics as \_\_\_\_\_, whereas they describe office politics as \_\_\_\_\_.
- A. negative; positive
  - B. based on power sources; based on power contingencies
  - C. behaviours; perceptions
  - D. hard; soft
  - E. rare; common
81. 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. When the executive received the report, she discarded it without notifying others of its existence. Meanwhile, the executive continued to push for the reward system. What political tactic did the executive use?
- A. Controlling information
  - B. Exchange
  - C. Forming coalitions
  - D. Cultivating networks
  - E. Persuasion
82. Which of the following is always a form of organizational politics?
- A. Forming coalitions
  - B. Cultivating networks
  - C. Distributing information selectively
  - D. All of these are always organizational politics tactics.
  - E. Whether any of these are organizational politics depends on whether they are perceived by others as self-serving or beneficial for the organization.

83. Complex and ambiguous rules in resource allocation decisions cause employees affected by those decisions:
- A. to disown their Machiavellian values.
  - B. to engage in more organizational politics.
  - C. to disband their politically motivated networks.
  - D. to find resources elsewhere.
  - E. None of these are outcomes of complex and ambiguous rules in resource allocation decisions.
84. Organizational politics tends to result in \_\_\_\_\_ among those affected by the tactics.
- A. lower job satisfaction
  - B. reduced work effort
  - C. lower organizational commitment
  - D. reduction in organizational citizenship
  - E. all of these
85. 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 these conditions.
86. 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.
87. 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.
88. 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.
89. People might gain power by convincing others that they have something of value.  
True False
90. Power is the act of changing another person's attitudes and behaviour.  
True False
91. Power does not exist until the power holder actually applies power to influence someone else.  
True False
92. Power is defined as influence in motion.  
True False

93. 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
94. You cannot have power over others unless others believe you have that capacity.  
True False
95. Legitimate power is created whenever the organization assigns a supervisor formal authority over subordinates.  
True False
96. Legitimate power is an agreement between people that one person has the right to request specific behaviours from the other person.  
True False
97. Employees with low power distance are more likely to comply with legitimate power.  
True False
98. Employees in Canada and other low power distance countries are more likely to accept legitimate power than are employees in Mexico and other high power distance countries.  
True False
99. The norm of reciprocity creates a feeling of obligation to help someone who has helped you in the past.  
True False
100. One potent form of legitimate power occurs where people withhold the right to control the information that others receive.  
True False
101. The right to control information flow in the organization is a form of legitimate power.  
True False
102. Subordinates have some reward power over their bosses through 360-degree feedback systems.  
True False
103. Peer pressure typically represents a form of coercive power.  
True False
104. Employees are losing their expert power as society moves from an industrial to a knowledge-based economy.  
True False
105. Prevention, forecasting and absorption are three contingencies of power in organizations.  
True False
106. Some employees and departments gain power by forecasting uncertainties in the organization's environment.  
True False
107. Three general strategies to help organizations cope with uncertainty are prevention, creation and deception.  
True False
108. Referent power is mainly developed through a person's interpersonal skills.  
True False
109. Referent power is associated with charisma.  
True False

110. Some writers describe charisma as both a "gift" and a "curse" within the charismatic person.  
True False
111. The four contingencies of power include substitutability, visibility, referent and utilitarian.  
True False
112. An employee's ability to influence others increases as the source of his or her power becomes more substitutable.  
True False
113. By avoiding written documentation of special procedures, maintenance workers in the French tobacco-processing industry were maximizing their expert power through non-substitutability.  
True False
114. Professions gain power in the marketplace by reducing their substitutability through the control of tasks and knowledge.  
True False
115. People have more power when their actions quickly affect many other people throughout the organization.  
True False
116. 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
117. Displaying one's diplomas and degrees on office walls is one way professionals increase their visibility.  
True False
118. Playing the "face time" instead of working productively behind closed doors is a strategy for gaining increased visibility at work.  
True False
119. 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
120. Locating oneself within social networks helps to increase a person's expert power and centrality.  
True False
121. Social networks exist everywhere because people have a drive to protect themselves.  
True False
122. Social Networking generates power through socialism.  
True False
123. Social networking can potentially increase a person's power by increasing the person's visibility and centrality.  
True False
124. People can gain power in organizations through accurate perceptions of social networks.  
True False
125. Social capital tends to be diluted with the number of network ties.  
True False
126. Social network centrality is dependent on one's "betweenness."  
True False

127. The gap between two clusters of people in a social network is called a structural hole.  
True False
128. A good strategy for women who want to be part of social networks is to learn how to play golf.  
True False
129. People who feel powerful usually are more likely to rely on stereotypes.  
True False
130. Studies have found that people with power over others have more difficulty empathizing.  
True False
131. People who have more power over others tend to engage in more automatic rather than mindful thinking.  
True False
132. Influence is an essential process in organizations through which people coordinate their effort.  
True False
133. One feature of influence is that it operates down the corporate hierarchy but not up or across that hierarchy.  
True False
134. Silent authority, assertiveness, and exchange are three sources of power.  
True False
135. Exchange, ingratiation, and persuasion are considered hard influence tactics.  
True False
136. Silent authority and deference to authority are related concepts.  
True False
137. Extreme forms of assertiveness include blackmailing colleagues.  
True False
138. A coalition gains power by symbolizing the legitimacy of the issue supported by the coalition.  
True False
139. A coalition attempts to influence people outside the group by pooling the resources and power of its members.  
True False
140. Upward appeal is not considered a type of influence tactic.  
True False
141. Persuasion is the most common form of influence in high power distance cultures.  
True False
142. People are more persuasive when they rely on logical arguments and avoid emotional appeals.  
True False
143. 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
144. People are more persuasive when listeners believe they have expertise and credibility.  
True False
145. 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

146. Exaggerating one's resumé is categorized within the influence strategy of persuasion.  
True False
147. Impression management is a common strategy for people trying to get ahead in the workplace.  
True False
148. Because impression management is inherently unethical, it is discouraged by career professionals.  
True False
149. How we dress and the way we behave politely towards others represents a type of influence strategy.  
True False
150. Negotiation and the norm of reciprocity are associated with the influence process of exchange.  
True False
151. 'Soft' influence tactics such as persuasion tend to build compliance rather than commitment to the influencer's request.  
True False
152. People who have expertise tend to have more influence using persuasion.  
True False
153. The most appropriate influence tactic depends on personal, organizational and cultural values.  
True False
154. Research indicates that ingratiation is more commonly used by managers in Canada than by managers in Hong Kong.  
True False
155. Supervisors who use ingratiation and impression management tactics tend to lose the respect of their staff.  
True False
156. The preferred influence tactics vary across cultures.  
True False
157. Organizational politics refers to any use of power to influence others.  
True False
158. Organizational politics occurs when someone attempts to influence others for the purpose of promoting personal interests.  
True False
159. Forming coalitions is considered a political tactic, whereas cultivating networks is not.  
True False
160. Organizational politics can result in lower job satisfaction, and high levels of work-related stress.  
True False
161. Organizational politics flourish when resource allocation decisions are ambiguous and complex with no formal rules.  
True False
162. Organizational leaders can minimize organizational politics by making decision rules more complex and ambiguous.  
True False
163. Organizational politics tends to increase in situations where decisions become routinized and programmed.  
True False

164. Machiavellian values help employees to recognize and avoid using political tactics in organizational settings.  
True False
165. People with an internal locus of control and strong Machiavellian values are more likely to engage in organizational politics.  
True False
166. Establishing a free flow of information and using effective change management practices help to minimize organizational politics.  
True False
167. Comment on the accuracy of the following statement and explain your answer: "Legitimate power is assigned by the organization to job holders".
168. 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 aren't under your direct authority, although company procedures indicate that they must complete certain tasks requested by brand managers. 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.
169. Advanced Systems Ltd. (ASL), a high-technology company with 20,000 employees, has just acquired LiteForce Ltd., a 5,000-person company where you work as a photonics (fibre optics) engineer. ASL mainly acquired LiteForce to reduce its competitive threat in the marketplace, as well as to increase the 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.) The result is that 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 many other engineers in the combined organization. Moreover, your team's authority is limited to expenditure 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.

170. 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 enrolment. Your recently acquired knowledge offers great potential for organizations, although few people are aware of this. Describe the sources and contingencies of power you and other graduates from this program have in the labour market.
171. 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, in any event, 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. Discuss the sources and contingencies of power among the maintenance employees in this situation.
172. 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. Be sure to discuss the reasons why this power exists.
173. 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?

174. Unions and professional associations explicitly or implicitly try to increase the non-substitutability of their members. Identify three strategies used by these groups to increase non-substitutability and provide an example related to professions or unions for each strategy.
175. What do we mean by the statement: "Power does not flow to unknown people in the organization"?
176. You are a new employee in a professional position, such as an accountant or corporate lawyer. Your organization is located in Vancouver and employs several hundred people with various backgrounds (representative of Vancouver's diversity). Soon after joining this organization, you discover that the company does not apply certain technology or practices that are now recommended by most people in your profession. Under these circumstances, identify three different types of influence tactics that you might use effectively to have senior management introduce these technologies or practice. Your answer should present these types of influence in your order of preference, and you should explain why these general tactics would be acceptable and effective in this situation.
177. You work as a marketing assistant in a consumer products company. Recently, your boss and more senior staff in the marketing department have been discussing alternative product packaging strategies. Through a major class project in your final year of business school, you learned about a very effective alternative to traditional product packaging that has been applied by a few European companies but is not well known in Canada. You ask your boss and others to give this idea careful consideration because there is little doubt that it would boost sales, particularly overseas where this new packaging has been applied. While the group is open to new ideas, you graduated from business school less than one year ago, so your ideas might not be taken as seriously. Moreover, without knowing about your idea, one senior employee joked about a similar concept, suggesting that she may oppose your idea. Using persuasive communication concepts, describe five things you would do to convince others in the marketing department to give your idea serious consideration. Briefly identify and explain two conditions that would limit your persuasiveness in this situation.

178. Which types of people are more likely to engage in organizational politics?

# 10 Key

1. In organizational settings, power is defined as:  
(p. 272)
- 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 behaviours.
  - 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.

Chapter - Chapter 10 #1  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

2. Power is only \_\_\_\_\_ and not \_\_\_\_\_.  
(p. 272)
- A. good; bad
  - B. weak; strong
  - C.** potential; behaviour
  - D. apparent; hidden
  - E. intended; unintended

Chapter - Chapter 10 #2  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

3. The capacity to influence others in organizational settings is known as:  
(p. 272)
- A. organizational politics
  - B. coercion
  - C. impression management
  - D. organizational influence
  - E.** organizational power

Chapter - Chapter 10 #3  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 1

4. Which of the following statements about power is FALSE?  
(p. 272-273)
- 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.

Chapter - Chapter 10 #4  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 1

5. Which of the following statements about countervailing power in organizational relationships is TRUE?  
(p. 272)
- 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.

Chapter - Chapter 10 #5  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 1

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

Chapter - Chapter 10 #6  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 1

7. 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 in the exchange 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.

Chapter - Chapter 10 #7  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

8. 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 that support that power base.**

Chapter - Chapter 10 #8  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 1

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

Chapter - Chapter 10 #9  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

10. Legitimate, referent, and expert are:
- A. different types of organizational politics
  - B. different forms of visibility.
  - C. different sources of organizational power**
  - D. different types of substitutability
  - E. different contingencies of organizational power

Chapter - Chapter 10 #10  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 1

11. A manager's legitimate power over subordinates exists when:  
(p. 273)
- 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.** the organization grants formal authority AND employees agree to let the manager use this authority.

Chapter - Chapter 10 #11  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 1

12. Which of these statements about legitimate power is FALSE?  
(p. 273-274)
- A. Legitimate power depends on more than job descriptions.
  - B. Employees in Canada are generally less likely to accept legitimate power than employees in high power distance cultures.
  - C. Your boss's power to make you work overtime partly depends on your agreement to this power.
  - D.** Employees are generally more tolerant of legitimate power today than were employees a few decades ago.
  - E. All employees have some degree of legitimate power.

Chapter - Chapter 10 #12  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 1

13. A 360-degree feedback system gives employees which source of power over their bosses?  
(p. 275)
- A. Referent
  - B.** Reward
  - C. Legitimate
  - D. Expert
  - E. 360-degree feedback is not a source of power for employees over their bosses

Chapter - Chapter 10 #13  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 1

14. Employees are more likely to comply with a supervisor's legitimate power when:  
(p. 274)
- 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. the employees have low collectivism.

Chapter - Chapter 10 #14  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

15. Which of the following is one of the five main sources of power?  
(p. 273-274)
- A. Discretion
  - B. Visibility
  - C. Substitutability
  - D. All of these are sources of power
  - E.** None of these are sources of power

Chapter - Chapter 10 #15  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

16. Which source of power can employees potentially have over their supervisors?  
(p. 273-274)
- A. Legitimate power
  - B. Coercive power
  - C. Expert power
  - D.** Employees can potentially have all of these sources of power over their supervisors.
  - E. Employees never have any of these sources of power over their supervisors.

Chapter - Chapter 10 #16  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

17. Which source of power might non-management employees have over their supervisors?  
(p. 273-274)
- A. Reward power
  - B. Expert power
  - C. Referent power
  - D.** All of these are employee sources of power over their supervisors.
  - E. None of these are employee sources of power over their supervisors.

Chapter - Chapter 10 #17  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

18. Which of these sources of power originates mainly from the powerholder's own characteristics rather than the position?  
(p. 273)
- A.** Expert power
  - B. Legitimate power
  - C. Coercive power
  - D. Reward power
  - E. All of these

Chapter - Chapter 10 #18  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 1

19. Employees have more expert power today than a few decades ago because:  
(p. 274)
- A. fewer people now attend university than a few decades ago.
  - B. referent and legitimate power are no longer valued in organizations.
  - C. union density has been reduced in the private sector.
  - D. employers have a higher power distance than in the past.
  - E.** None of the above explanations are correct.

Chapter - Chapter 10 #19  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

20. Control over information flow is a power base when:  
(p. 275)
- A.** others are dependent on that resource.
  - B. it is disseminated throughout the organization.
  - C. the organization has an all-channel communication structure.
  - D. it is associated with the coercive power base.
  - E. the 'wheel' communication structure exists.

Chapter - Chapter 10 #20  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

21. Control over information flow is a form of which source of power?  
(p. 275)
- A. Referent power
  - B. Expert power
  - C. Coercive power
  - D. Reward power
  - E.** Legitimate power

Chapter - Chapter 10 #21  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

22. (p. 275) 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 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 power of supervisors by moving to a wheel formation of information flow.

Chapter - Chapter 10 #22  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 1

23. (p. 275) Which kind of power is derived from the person's ability to control the allocation of valued resources and to remove negative sanctions?
- A. Allocative power
  - B. Coercive power
  - C.** Reward power
  - D. Ingratiation.
  - E. All of the above

Chapter - Chapter 10 #23  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

24. (p. 275) The \_\_\_\_\_ is a felt obligation and social expectation of helping or otherwise giving something of value to someone who has already helped or given something to you.
- A. norm of expectation
  - B. norm of replication
  - C.** norm of reciprocity
  - D. norm of obligation
  - E. norm of equity

Chapter - Chapter 10 #24  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 1

25. (p. 276) Coping with uncertainty is a variation of:
- A. legitimate power.
  - B.** expert power.
  - C. coercive power.
  - D. referent power.
  - E. none of these.

Chapter - Chapter 10 #25  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 1

26. (p. 276) 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 these lists strategies for coping with uncertainty.

Chapter - Chapter 10 #26  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

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

(p. 276)

- A. Prevention
- B. Substitution**
- C. Forecasting
- D. Absorption
- E. None of these is a strategy for coping with uncertainty.

Chapter - Chapter 10 #27  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

28. As organizations increasingly rely on knowledge rather than on machines and physical resources as the means of production, employees will:

(p. 276-277)

- A. gain expert power in the workplace.**
- B. lose power in the labour market.
- C. gain more referent power in the workplace.
- D. become more tolerant of their boss's legitimate power.
- E. become less willing to use organizational politics to get their way.

Chapter - Chapter 10 #28  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 1

29. Referent power is typically associated with:

(p. 277)

- A. reward systems.
- B. educational systems.
- C. knowledge management.
- D. peer pressure.
- E. charisma.**

Chapter - Chapter 10 #29  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 1

30. 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:

(p. 276)

- 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.

Chapter - Chapter 10 #30  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

31. Which of the following IS a contingency of power?

(p. 277)

- A. Coercive
- B. Legitimate
- C. Referent
- D. All of these are contingencies of power.
- E. None of these are contingencies of power.**

Chapter - Chapter 10 #31  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 2

32. Which of the following would potentially increase someone's power through non-substitutability?  
(p. 277) **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 these.

Chapter - Chapter 10 #32  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 2

33. 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?  
(p. 277) A. Visibility  
**B.** Non-substitutability  
C. Centrality  
D. Discretion  
E. Referent power

Chapter - Chapter 10 #33  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 2

34. Employees have LESS power in the organization when:  
(p. 277) A. their work has an immediate impact on organizational effectiveness.  
**B.** their work can be outsourced.  
C. their work reduces organizational uncertainty.  
D. their work is central to the organization's goals.  
E. they are able to help the organization to secure scarce resources.

Chapter - Chapter 10 #34  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 2

35. By going on strike at a critical time in the company's business cycle, unions are mainly applying which contingency of power?  
(p. 278) A. Visibility  
B. Discretion  
**C.** Centrality  
D. Indiscretion  
E. Coercive

Chapter - Chapter 10 #35  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 2

36. 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:  
(p. 278) 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

Chapter - Chapter 10 #36  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 2

37. (p. 278) Axel wants to punish a subordinate that he personally dislikes. However, the subordinate fulfils all his job duties and produces excellent work. Both Axel and the subordinate are governed by very comprehensive policies and rules negotiated by a union in a collective agreement. Which contingency does Axel lack thereby preventing him from to punishing the subordinate?
- A. Counterproductive power
  - B. Non-substitutability
  - C. Centrality
  - D. Discretion**
  - E. Visibility

Chapter - Chapter 10 #37  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 2

38. (p. 278) 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. Countervailing power
  - B. Non-substitutability
  - C. Centrality
  - D. Discretion
  - E. Visibility**

Chapter - Chapter 10 #38  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 2

39. (p. 277-278) Which of the following is a contingency of power?
- A. Legitimacy
  - B. Referent
  - C. Visibility**
  - D. Suitability
  - E. None of these are contingencies of power.

Chapter - Chapter 10 #39  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 2

40. (p. 278) Which of the following conditions would maximize your power through visibility?
- A. You successfully deter the organization from hiring others with your valued skills.
  - B. You become a member of a committee consisting mainly of senior people who must select a new university vice-chancellor.**
  - C. You are given the right to ignore formal rules and regulations when deciding this year's work schedule for employees in your department.
  - D. You move into a job where your work affects other organizational members very quickly.
  - E. You redesign a piece of equipment and avoid documenting these changes.

Chapter - Chapter 10 #40  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 2

41. (p. 278) Playing the "face time" game potentially increases a lower-level employee's power by increasing:
- A. the employee's coercive power.
  - B. the employee's visibility.**
  - C. how quickly other people are affected by the employee's actions.
  - D. the employee's ability to cope with organizational uncertainties.
  - E. the employee's substitutability.

Chapter - Chapter 10 #41  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 2

42. (p. 278) The CEO of a large organization once commented that earlier in his career, he displayed his diplomas and awards in his office. 'Top management would drop by my office and immediately get a sense that I was an expert and a professional', the CEO explained. 'I believe displaying my credentials helped me get promoted.' The diplomas helped this executive gain power:
- A. because he and his diplomas 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.

Chapter - Chapter 10 #42  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 2

43. (p. 278) A software engineer was able to get placed into a 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.

Chapter - Chapter 10 #43  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 2

44. (p. 279) According to the textbook, social networks 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. increasing the person's expert power.
  - E.** increasing the person's referent power and expert power.

Chapter - Chapter 10 #44  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 3

45. (p. 279) 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 social 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.

Chapter - Chapter 10 #45  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 3

46. (p. 279) By engaging successfully in social networking, employees increase their:
- A. socialistic tendencies.
  - B. centrality.
  - C. social power.
  - D.** social capital.
  - E. expert power and centrality, but not referent power.

Chapter - Chapter 10 #46  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 3

47. Employees who engage in social networking tend to:  
(p. 279) 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.

Chapter - Chapter 10 #47  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 3

48. \_\_\_\_\_ is the knowledge and other resources available to people, teams, or organizations  
(p. 279) from a durable network that connect them to others.  
A. Resource capital  
B. Expert capital  
**C.** Social capital  
D. Network capital  
E. Intangible capital

Chapter - Chapter 10 #48  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 3

49. What types of power do people tend to gain by being part of social networks?  
(p. 279) 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

Chapter - Chapter 10 #49  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 3

50. The area between two or more dense social network areas that lacks network ties is called a:  
(p. 282) A. dead zone.  
**B.** structural hole.  
C. social hole.  
D. black hole  
E. social isolation zone.

Chapter - Chapter 10 #50  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 3

51. According to the authors, women are often excluded from informal management networks because  
(p. 282) they:  
A. use communication styles that are different than men.  
B. have too many other responsibilities to join social networks at work.  
**C.** do not participate in golf games and other male-dominated social events.  
D. prefer to join mostly non-management social networks.  
E. are prevented from doing so due to the "glass ceiling" effect.

Chapter - Chapter 10 #51  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 3

52. When your boss requests that you complete a particular task, he is applying which form of influence?  
(p. 283)

- A.** Silent authority
- B. Referent
- C. Assertiveness
- D. Exchange
- E. Expert

Chapter - Chapter 10 #52  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

53. Which of the following is NOT identified in the textbook as a form of influence?  
(p. 283-285)

- A. Ingratiation
- B. Upward appeal
- C. Persuasion
- D.** Pleading
- E. Information control

Chapter - Chapter 10 #53  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 4

54. Which of the following is an example of the influence tactic of controlling information?

- (p. 284) 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 the 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.

Chapter - Chapter 10 #54  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

55. 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?  
(p. 284)

- A. Legitimate
- B. Silent authority
- C. Referent
- D.** Assertiveness
- E. Persuasion

Chapter - Chapter 10 #55  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

56. 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 influence is Krystal mainly using here?
- (p. 284)
- A. Silent authority
  - B. Coalition formation**
  - C. Assertiveness
  - D. Impression management
  - E. Both silent authority AND coalition formation.

Chapter - Chapter 10 #56  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 4

57. Which of the following is an example of the influence tactic of forming coalitions?
- (p. 284)
- 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.

Chapter - Chapter 10 #57  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 4

58. Forming a coalition:
- (p. 284)
- 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.

Chapter - Chapter 10 #58  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

59. Which influence strategy is the most common in high power distance cultures?
- (p. 283)
- A. Upward appeal
  - B. Persuasion
  - C. Assertiveness
  - D. Silent authority**
  - E. Ingratiation

Chapter - Chapter 10 #59  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

60. Persuading people is more easily done when:
- (p. 284)
- A. you only give the employee information that supports the policy.
  - B. the information is written down rather than discussed orally.
  - C. they believe you have expertise and credibility.**
  - D. the employee is publicly committed to an opposing attitude.
  - E. Persuasion research recommends none of these activities.

Chapter - Chapter 10 #60  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 4

61. Which of these actions would help persuade an employee to support your recommendation about the company introducing an on-site childcare facility?  
(p. 284-285)
- A. Discussing the issue face-to-face with the employee rather than through a memo.
  - B. Convincing the employee that you have no vested interest in the childcare facility other than the belief that it is good for the organization.
  - C. Starting by saying something about the childcare facility that the employee agrees with.
  - D. Describing both positive and negative features of the childcare facility.
  - E.** All of these would help to persuade an employee to support your recommendation.

Chapter - Chapter 10 #61  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

62. In persuasive communication, the inoculation effect refers to:  
(p. 285)
- A.** warning listeners about arguments that others will use to influence them against your position.
  - B. warning listeners that your ideas are probably incorrect and should therefore be ignored.
  - C. the situation in which listeners have heard too many of your arguments and consequently feel that you are pressuring them too much on this issue.
  - D. the situation in which you use written rather than verbal channels of communication to persuade other people.
  - E. the situation in which you easily persuade others because they perceive you as highly credible and trustworthy.

Chapter - Chapter 10 #62  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

63. Exchange and ingratiation are:  
(p. 285-286)
- 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.

Chapter - Chapter 10 #63  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

64. Flattering your boss and helping co-workers with their work:  
(p. 285)
- 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.

Chapter - Chapter 10 #64  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

65. Ingratiation includes which of the following?  
(p. 285)
- A. Flattering your boss
  - B. Helping co-workers with their work.
  - C. Seeking advice from other people.
  - D.** All of these are forms of ingratiation.
  - E. Only helping co-workers and seeking advice from others represent examples of ingratiation.

Chapter - Chapter 10 #65  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 4

66. Which of the following is an influence strategy?  
(p. 285-286)
- A. Dressing appropriately for the occasion.
  - B. Being polite to others.
  - C. Reminding co-workers of their obligation to serve customers.
  - D.** All of these are influence strategies.
  - E. None of these are influence strategies.

Chapter - Chapter 10 #66  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

67. \_\_\_\_\_ is part of a larger influence tactic called \_\_\_\_\_.  
(p. 285-286)
- A. Persuasion; upward influence
  - B.** Ingratiation; impression management
  - C. Upward appeal; persuasion
  - D. Persuasion; ingratiation
  - E. Impression management; persuasion

Chapter - Chapter 10 #67  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 4

68. Which of the following are forms of impression management?  
(p. 286)
- 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 these are forms of impression management.
  - E. None of the above represent impression management.

Chapter - Chapter 10 #68  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

69. Various studies consistently report that many job applicants falsify information on their resumé. This is an example of which influence tactic?  
(p. 286)
- A. Persuasion
  - B. Forming coalitions
  - C. Networking
  - D.** Impression management
  - E. Exchange

Chapter - Chapter 10 #69  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 4

70. Negotiation is an integral part of which influence activity?  
(p. 286)
- A. Silent authority
  - B. Coercive
  - C.** Exchange
  - D. All of these influence activities.
  - E. None of these influence activities.

Chapter - Chapter 10 #70  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 4

71. The influence strategy called "exchange" applies:  
(p. 286)
- A.** negotiation.
  - B. ingratiation.
  - C. persuasion.
  - D. nonsubstitutability.
  - E. both negotiation and ingratiation.

Chapter - Chapter 10 #71  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

72. Which of the following is considered a "hard" influence tactic?

(p. 286-287)

- A. Exchange
- B. Assertiveness**
- C. Information control
- D. Upward appeal
- E. All of these are described as "hard" influence tactics.

Chapter - Chapter 10 #72  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

73. Which of the following is the LEAST forceful influence tactic?

(p. 286-287)

- A. Ingratiation**
- B. Assertiveness
- C. Upward appeal
- D. Silent authority
- E. Information control

Chapter - Chapter 10 #73  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

74. Commitment typically results when people are influenced using which power bases?

(p. 286-287)

- A. Legitimate and coercive
- B. Legitimate and expert
- C. Reward and coercive
- D. Expert and referent**
- E. Reward and referent

Chapter - Chapter 10 #74  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

75. Which source of power tends to produce compliance or resistance, but not commitment, to the requested behaviour?

(p. 286-287)

- A. Reward power
- B. Legitimate power
- C. Referent power
- D. All of these produce compliance or resistance, but not commitment.
- E. Reward AND legitimate power produce compliance or resistance, but not commitment.**

Chapter - Chapter 10 #75  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 4

76. Which of the following statements is FALSE?

(p. 285-286)

- A. Exchange tactics tend to be more common and effective between supervisors and subordinates in Canada than in most Asian cultures.**
- B. Ingratiation tends to minimize conflict and support a trusting relationship.
- C. A person's position in the organizational hierarchy is a factor when determining the best influence tactic to apply.
- D. People with strong expert power would be more successful applying persuasion than any other influence tactic.
- E. Employees lose respect for supervisors who engage in ingratiation and impression management.

Chapter - Chapter 10 #76  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 4

77. The most appropriate influence strategy:  
(p. 287) A. is impression management.  
**B.** depends on personal, organizational, and cultural values.  
C. is based on legitimate power.  
D. is assertiveness and other hard tactics rather than soft tactics.  
E. is to use soft tactics, never hard tactics.

Chapter - Chapter 10 #77  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

78. Cultural values and the person's position in the organization are:  
(p. 287) A. the two most important sources of power in organizations.  
B. the main reasons why people are Machiavellian.  
C. two contingencies of power.  
D. the two most important causes of organizational politics.  
**E.** two factors to consider when determining the best influence tactic to use.

Chapter - Chapter 10 #78  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 4

79. Organizational politics typically involves:  
(p. 288) 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 these.

Chapter - Chapter 10 #79  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 5

80. Scholars tend to describe influence tactics as \_\_\_\_\_, whereas they describe office politics as \_\_\_\_\_.  
(p. 288) A. negative; positive  
B. based on power sources; based on power contingencies  
**C.** behaviours; perceptions  
D. hard; soft  
E. rare; common

Chapter - Chapter 10 #80  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 5

81. 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. When the executive received the report, she discarded it without notifying others of its existence. Meanwhile, the executive continued to push for the reward system. What political tactic did the executive use?  
(p. 288) **A.** Controlling information  
B. Exchange  
C. Forming coalitions  
D. Cultivating networks  
E. Persuasion

Chapter - Chapter 10 #81  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 5

82. Which of the following is always a form of organizational politics?  
(p. 288)
- A. Forming coalitions
  - B. Cultivating networks
  - C. Distributing information selectively
  - D. All of these are always organizational politics tactics.
  - E.** Whether any of these are organizational politics depends on whether they are perceived by others as self-serving or beneficial for the organization.

Chapter - Chapter 10 #82  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 5

83. Complex and ambiguous rules in resource allocation decisions cause employees affected by those decisions:  
(p. 288)
- A. to disown their Machiavellian values.
  - B.** to engage in more organizational politics.
  - C. to disband their politically motivated networks.
  - D. to find resources elsewhere.
  - E. None of these are outcomes of complex and ambiguous rules in resource allocation decisions.

Chapter - Chapter 10 #83  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 5

84. Organizational politics tends to result in \_\_\_\_\_ among those affected by the tactics.  
(p. 288)
- A. lower job satisfaction
  - B. reduced work effort
  - C. lower organizational commitment
  - D. reduction in organizational citizenship
  - E.** all of these

Chapter - Chapter 10 #84  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 5

85. Organizational politics is more common where decisions are:  
(p. 288)
- 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 these conditions.

Chapter - Chapter 10 #85  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 5

86. People with high Machiavellian values tend to:  
(p. 289)
- 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.

Chapter - Chapter 10 #86  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 5

87. (p. 289) 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.

Chapter - Chapter 10 #87  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 5

88. (p. 289) 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.

Chapter - Chapter 10 #88  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 5

89. (p. 272) People might gain power by convincing others that they have something of value.  
**TRUE**

Chapter - Chapter 10 #89  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

90. (p. 272) Power is the act of changing another person's attitudes and behaviour.  
**FALSE**

Chapter - Chapter 10 #90  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

91. (p. 272) Power does not exist until the power holder actually applies power to influence someone else.  
**FALSE**

Chapter - Chapter 10 #91  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 1

92. (p. 272) Power is defined as influence in motion.  
**FALSE**

Chapter - Chapter 10 #92  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

93. (p. 272) 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**

Chapter - Chapter 10 #93  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

94. (p. 272) You cannot have power over others unless others believe you have that capacity.  
**TRUE**

Chapter - Chapter 10 #94  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1

95. Legitimate power is created whenever the organization assigns a supervisor formal authority over subordinates.  
(p. 273) **FALSE**
- Chapter - Chapter 10 #95  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1*
96. Legitimate power is an agreement between people that one person has the right to request specific behaviours from the other person.  
(p. 273) **TRUE**
- Chapter - Chapter 10 #96  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1*
97. Employees with low power distance are more likely to comply with legitimate power.  
(p. 274) **FALSE**
- Chapter - Chapter 10 #97  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1*
98. Employees in Canada and other low power distance countries are more likely to accept legitimate power than are employees in Mexico and other high power distance countries.  
(p. 274) **FALSE**
- Chapter - Chapter 10 #98  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1*
99. The norm of reciprocity creates a feeling of obligation to help someone who has helped you in the past.  
(p. 275) **TRUE**
- Chapter - Chapter 10 #99  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1*
100. One potent form of legitimate power occurs where people withhold the right to control the information that others receive.  
(p. 274) **FALSE**
- Chapter - Chapter 10 #100  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 1*
101. The right to control information flow in the organization is a form of legitimate power.  
(p. 274) **TRUE**
- Chapter - Chapter 10 #101  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1*
102. Subordinates have some reward power over their bosses through 360-degree feedback systems.  
(p. 275) **TRUE**
- Chapter - Chapter 10 #102  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 1*
103. Peer pressure typically represents a form of coercive power.  
(p. 276) **TRUE**
- Chapter - Chapter 10 #103  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 1*

104. Employees are losing their expert power as society moves from an industrial to a knowledge-based economy.  
(p. 276) **FALSE**
- Chapter - Chapter 10 #104  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 1*
105. Prevention, forecasting and absorption are three contingencies of power in organizations.  
(p. 276) **FALSE**
- Chapter - Chapter 10 #105  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1*
106. Some employees and departments gain power by forecasting uncertainties in the organization's environment.  
(p. 276) **TRUE**
- Chapter - Chapter 10 #106  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 1*
107. Three general strategies to help organizations cope with uncertainty are prevention, creation and deception.  
(p. 276) **FALSE**
- Chapter - Chapter 10 #107  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1*
108. Referent power is mainly developed through a person's interpersonal skills.  
(p. 277) **TRUE**
- Chapter - Chapter 10 #108  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 1*
109. Referent power is associated with charisma.  
(p. 277) **TRUE**
- Chapter - Chapter 10 #109  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1*
110. Some writers describe charisma as both a "gift" and a "curse" within the charismatic person.  
(p. 277) **FALSE**
- Chapter - Chapter 10 #110  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 1*
111. The four contingencies of power include substitutability, visibility, referent and utilitarian.  
(p. 277) **FALSE**
- Chapter - Chapter 10 #111  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 2*
112. An employee's ability to influence others increases as the source of his or her power becomes more substitutable.  
(p. 277) **FALSE**
- Chapter - Chapter 10 #112  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 2*

113. (p. 277) By avoiding written documentation of special procedures, maintenance workers in the French tobacco-processing industry were maximizing their expert power through non-substitutability.  
**TRUE**
- Chapter - Chapter 10 #113  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 2
114. (p. 277) Professions gain power in the marketplace by reducing their substitutability through the control of tasks and knowledge.  
**TRUE**
- Chapter - Chapter 10 #114  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 2
115. (p. 278) People have more power when their actions quickly affect many other people throughout the organization.  
**TRUE**
- Chapter - Chapter 10 #115  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 2
116. (p. 278) 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**
- Chapter - Chapter 10 #116  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 2
117. (p. 278) Displaying one's diplomas and degrees on office walls is one way professionals increase their visibility.  
**TRUE**
- Chapter - Chapter 10 #117  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 2
118. (p. 278) Playing the "face time" instead of working productively behind closed doors is a strategy for gaining increased visibility at work.  
**TRUE**
- Chapter - Chapter 10 #118  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 2
119. (p. 278) 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**
- Chapter - Chapter 10 #119  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 2
120. (p. 279) Locating oneself within social networks helps to increase a person's expert power and centrality.  
**TRUE**
- Chapter - Chapter 10 #120  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 3
121. (p. 279) Social networks exist everywhere because people have a drive to protect themselves.  
**FALSE**
- Chapter - Chapter 10 #121  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 3

122. Social Networking generates power through socialism.  
(p. 279) **FALSE**

Chapter - Chapter 10 #122  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 3

123. Social networking can potentially increase a person's power by increasing the person's visibility and centrality.  
(p. 279) **TRUE**

Chapter - Chapter 10 #123  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 3

124. People can gain power in organizations through accurate perceptions of social networks.  
(p. 279) **TRUE**

Chapter - Chapter 10 #124  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 3

125. Social capital tends to be diluted with the number of network ties.  
(p. 280) **FALSE**

Chapter - Chapter 10 #125  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 3

126. Social network centrality is dependent on one's "betweenness."  
(p. 281) **TRUE**

Chapter - Chapter 10 #126  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 3

127. The gap between two clusters of people in a social network is called a structural hole.  
(p. 282) **TRUE**

Chapter - Chapter 10 #127  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 3

128. A good strategy for women who want to be part of social networks is to learn how to play golf.  
(p. 282) **TRUE**

Chapter - Chapter 10 #128  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 3

129. People who feel powerful usually are more likely to rely on stereotypes.  
(p. 282) **TRUE**

Chapter - Chapter 10 #129  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 3

130. Studies have found that people with power over others have more difficulty empathizing.  
(p. 282) **TRUE**

Chapter - Chapter 10 #130  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 3

131. People who have more power over others tend to engage in more automatic rather than mindful thinking.  
(p. 282) **TRUE**

Chapter - Chapter 10 #131  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 3

132. Influence is an essential process in organizations through which people coordinate their effort.

(p. 283) **TRUE**

Chapter - Chapter 10 #132  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 4

133. One feature of influence is that it operates down the corporate hierarchy but not up or across that hierarchy.

(p. 283) **FALSE**

Chapter - Chapter 10 #133  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

134. Silent authority, assertiveness, and exchange are three sources of power.

(p. 283) **FALSE**

Chapter - Chapter 10 #134  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

135. Exchange, ingratiation, and persuasion are considered hard influence tactics.

(p. 283) **TRUE**

Chapter - Chapter 10 #135  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 4

136. Silent authority and deference to authority are related concepts.

(p. 283) **TRUE**

Chapter - Chapter 10 #136  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

137. Extreme forms of assertiveness include blackmailing colleagues.

(p. 284) **TRUE**

Chapter - Chapter 10 #137  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

138. A coalition gains power by symbolizing the legitimacy of the issue supported by the coalition.

(p. 284) **TRUE**

Chapter - Chapter 10 #138  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 4

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

(p. 284) **TRUE**

Chapter - Chapter 10 #139  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 4

140. Upward appeal is not considered a type of influence tactic.

(p. 284) **FALSE**

Chapter - Chapter 10 #140  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

141. Persuasion is the most common form of influence in high power distance cultures.

(p. 284) **FALSE**

Chapter - Chapter 10 #141  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 4

142. People are more persuasive when they rely on logical arguments and avoid emotional appeals.

(p. 284-285) **FALSE**

Chapter - Chapter 10 #142  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

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

(p. 285) **FALSE**

Chapter - Chapter 10 #143  
Difficulty: Difficult  
Gradable: automatic  
Learning Objective: 4

144. People are more persuasive when listeners believe they have expertise and credibility.

(p. 284) **TRUE**

Chapter - Chapter 10 #144  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 4

145. 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.

(p. 285) **TRUE**

Chapter - Chapter 10 #145  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

146. Exaggerating one's resumé is categorized within the influence strategy of persuasion.

(p. 285) **FALSE**

Chapter - Chapter 10 #146  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

147. Impression management is a common strategy for people trying to get ahead in the workplace.

(p. 285) **TRUE**

Chapter - Chapter 10 #147  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 4

148. Because impression management is inherently unethical, it is discouraged by career professionals.

(p. 285-286) **FALSE**

Chapter - Chapter 10 #148  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

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

(p. 286) **TRUE**

Chapter - Chapter 10 #149  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 4

150. Negotiation and the norm of reciprocity are associated with the influence process of exchange.

(p. 286) **TRUE**

Chapter - Chapter 10 #150  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4

151. 'Soft' influence tactics such as persuasion tend to build compliance rather than commitment to the influencer's request.  
(p. 286) **FALSE**
- Chapter - Chapter 10 #151  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4
152. People who have expertise tend to have more influence using persuasion.  
(p. 287) **TRUE**
- Chapter - Chapter 10 #152  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4
153. The most appropriate influence tactic depends on personal, organizational and cultural values.  
(p. 287) **TRUE**
- Chapter - Chapter 10 #153  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 4
154. Research indicates that ingratiation is more commonly used by managers in Canada than by managers in Hong Kong.  
(p. 288) **TRUE**
- Chapter - Chapter 10 #154  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4
155. Supervisors who use ingratiation and impression management tactics tend to lose the respect of their staff.  
(p. 287) **TRUE**
- Chapter - Chapter 10 #155  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 4
156. The preferred influence tactics vary across cultures.  
(p. 287) **TRUE**
- Chapter - Chapter 10 #156  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 4
157. Organizational politics refers to any use of power to influence others.  
(p. 288) **FALSE**
- Chapter - Chapter 10 #157  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 5
158. Organizational politics occurs when someone attempts to influence others for the purpose of promoting personal interests.  
(p. 288) **TRUE**
- Chapter - Chapter 10 #158  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 5
159. Forming coalitions is considered a political tactic, whereas cultivating networks is not.  
(p. 288) **FALSE**
- Chapter - Chapter 10 #159  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 5

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

(p. 288) **TRUE**

Chapter - Chapter 10 #160  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 5

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

(p. 288) **TRUE**

Chapter - Chapter 10 #161  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 5

162. Organizational leaders can minimize organizational politics by making decision rules more complex and ambiguous.

(p. 288) **FALSE**

Chapter - Chapter 10 #162  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 5

163. Organizational politics tends to increase in situations where decisions become routinized and programmed.

(p. 288) **FALSE**

Chapter - Chapter 10 #163  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 5

164. Machiavellian values help employees to recognize and avoid using political tactics in organizational settings.

(p. 289) **FALSE**

Chapter - Chapter 10 #164  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 5

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

(p. 289) **TRUE**

Chapter - Chapter 10 #165  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 5

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

(p. 289) **TRUE**

Chapter - Chapter 10 #166  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 5

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

(p. 273-274)

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.

Chapter - Chapter 10 #167  
Difficulty: Medium  
Gradable: manual  
Learning Objective: 1

168. 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 aren't under your direct authority, although company procedures indicate that they must complete certain tasks requested by brand managers. 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.

(p. 274-277)

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.

*Chapter - Chapter 10 #168  
Difficulty: Medium  
Gradable: manual  
Learning Objective: 1*

169. Advanced Systems Ltd. (ASL), a high-technology company with 20,000 employees, has just acquired LiteForce Ltd., a 5,000-person company where you work as a photonics (fibre optics) engineer. ASL mainly acquired LiteForce to reduce its competitive threat in the marketplace, as well as to increase the 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.) The result is that 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 many other engineers in the combined organization. Moreover, your team's authority is limited to expenditure 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 labour 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.

*Chapter - Chapter 10 #169  
Difficulty: Medium  
Gradable: manual  
Learning Objective: 2*

170. 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 enrolment. Your recently acquired knowledge offers great potential for organizations, although few people are aware of this. Describe the sources and contingencies of power you and other graduates from this program have in the labour market.

(p. 274-278)

To answer this question, we must consider both the bases and contingencies of power that you and other graduates have in their favour. 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 on 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 favour 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 - Chapter 10 #170  
Difficulty: Difficult  
Gradable: manual  
Learning Objective: 1  
Learning Objective: 2*

171. 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, in any event, 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. Discuss the sources and contingencies of power among the maintenance employees in this situation.

(p. 274-278)

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. Visibility is not a contingency fact that applies in this case.

*Chapter - Chapter 10 #171  
Difficulty: Difficult  
Gradable: manual  
Learning Objective: 1  
Learning Objective: 2*

172. 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. Be sure to discuss the reasons why this power exists.  
(p. 276-277)

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.

*Chapter - Chapter 10 #172  
Difficulty: Easy  
Gradable: manual  
Learning Objective: 1*

173. 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?  
(p. 277-278)

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

**Non-substitutability.** 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 pay cheque; 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 nonprogrammed, 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.

*Chapter - Chapter 10 #173  
Difficulty: Medium  
Gradable: manual  
Learning Objective: 2*

174. Unions and professional associations explicitly or implicitly try to increase the non-substitutability of their members. Identify three strategies used by these groups to increase non-substitutability and provide an example related to professions or unions for each strategy.  
(p. 277-278)

The textbook identifies four strategies to minimize substitutability. Any three of these may be cited with an appropriate example of how it is used by professions or unions.

**Controlling tasks.** Professions have legislation preventing outsiders from performing certain tasks within their domain. Lawyers keep paralegals out of certain activities and doctors keep nurses, midwives and others away from certain interventions. Public corporations must use the services of certified public accountants for their audits.

**Controlling knowledge.** Professions restrict access to the knowledge of their work domain, such as through restricted enrolment in educational programs.

**Controlling labour.** Aside from their knowledge resource, people gain power by controlling the availability of their labour. Unions attempt to organize as many people as possible within a particular trade or industry so employers have no other source of labour supply. When unionized workers produce almost all of a particular product or service in a society, then the union has an easier time increasing wages.

In addition to these, the textbook describes another strategy by limiting replacement of the resource itself. Unions and professional associations manage this form of substitutability through agreements to limit technological change in the workplace. For example, some labour laws require firms to consult with unions before introducing new technology that would affect future employment of their members. Professional associations might have the right to deny entry to new technology (e.g. accounting software) as a legitimate replacement of their members.

*Chapter - Chapter 10 #174  
Difficulty: Medium  
Gradable: manual  
Learning Objective: 2*

175. What do we mean by the statement: "Power does not flow to unknown people in the organization"?  
(p. 277-278)

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.

*Chapter - Chapter 10 #175  
Difficulty: Easy  
Gradable: manual  
Learning Objective: 2*

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

(p. 283-286)

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.

*Chapter - Chapter 10 #176  
Difficulty: Medium  
Gradable: manual  
Learning Objective: 4*

177. (p. 283-286) You work as a marketing assistant in a consumer products company. Recently, your boss and more senior staff in the marketing department have been discussing alternative product packaging strategies. Through a major class project in your final year of business school, you learned about a very effective alternative to traditional product packaging that has been applied by a few European companies but is not well known in Canada. You ask your boss and others to give this idea careful consideration because there is little doubt that it would boost sales, particularly overseas where this new packaging has been applied. While the group is open to new ideas, you graduated from business school less than one year ago, so your ideas might not be taken as seriously. Moreover, without knowing about your idea, one senior employee joked about a similar concept, suggesting that she may oppose your idea. Using persuasive communication concepts, describe five things you would do to convince others in the marketing department to give your idea serious consideration. Briefly identify and explain two conditions that would limit your persuasiveness in this situation.

To answer this question, students should apply the elements of persuasive communication described in the textbook. They should mention such things as (1) the preferred medium or combination of media to use, (2) the need to mention some good points about opposing views (to avoid giving listeners the feeling of being 'cornered'), (3) explicitly saying that this idea will benefit the company, (4) trying to prepare listeners with the arguments of dissenters before the dissenters have the opportunity to present their point of view, (5) applying an emotional element to the discussion (perhaps by showing the cost of following old ways) and (6) limiting arguments to a few strong points. The answer should also briefly state the person's limitations as a persuader (i.e. lack of expertise and attractiveness in terms of lack of status). The answer should also mention that some listeners are long-term employees and senior managers who probably have high self-esteem and are therefore less likely to be affected by the persuasive communication principles.

*Chapter - Chapter 10 #177  
Difficulty: Medium  
Gradable: manual  
Learning Objective: 4*

178. Which types of people are more likely to engage in organizational politics?  
(p. 289)

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 favourable 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 behaviours 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.

*Chapter - Chapter 10 #178  
Difficulty: Medium  
Gradable: manual  
Learning Objective: 5*

# 10 Summary

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