

Authority

a force for achieving desired outcomes that is prescribed by the formal hierarchy and reporting relationships.

Centrality

a source of horizontal power for a department that is engaged in the primary activity of an organization.

Collective bargaining

the negotiation of an agreement between management and workers.

Competition

rivalry among groups
in the pursuit of a
common prize.

Confrontation

a situation in which parties in conflict directly engage one another and try to work out their differences.

Decision premises

constraining frames
of reference and
guidelines placed
by top managers on
decisions made at
lower levels.

Dependency

an aspect of horizontal power, in which one department is dependent on another and the latter is in a position of greater power.

Domains of political activity

areas in which politics
plays a role. Three
domains in organizations
are structural change,
management succession,
and resource allocation.

Empowerment

the delegation of power or authority to subordinates in an organization, also known as *power sharing*.

Intergroup conflict

the behavior that occurs among organizational groups when participants identify with one group and perceive that other groups may block their group's goal achievement or expectations.

Labor–management teams

a cooperative approach
designed to increase
worker participation
and provide a
cooperative model for
union-management
problems.

Negotiation

the bargaining process
that often occurs
during confrontation
and that enables
the parties to
systematically reach a
solution.

Network centrality

a source of power based on being centrally located in the organization and having access to information and people that are critical to the company's success.

Nonsubstitutability

a source of horizontal power when a department's function cannot be performed by other readily available resources.

Organizational politics

the activities of acquiring, developing, and using power and other resources to influence others and obtain the preferred outcome when there is uncertainty or disagreement about choices.

Political model

a definition of an organization as being made up of groups that have separate interests, goals, and values in which power and influence are needed to reach decisions.

Political tactics for using power

these include building coalitions, expanding networks, controlling decision premises, enhancing legitimacy and expertise, and making a direct appeal.

Power

the potential ability of one person (or department) to influence other people (or departments) to carry out orders or to do something they would not otherwise have done.

Power sources

the five sources of horizontal power in organizations are dependency, financial resources, centrality, nonsubstitutability, and the ability to cope with uncertainty.

Rational model

a model of organization characterized by rational decision processes, clear goals and choices, centralized power and control, an efficiency orientation, and little conflict among groups; an ideal not fully achievable in the real world.

Sources of intergroup conflict

factors that generate conflict, including goal incompatibility, differentiation, task interdependence, and limited resources.

Strategic contingencies

events and activities both inside and outside an organization that are essential for attaining organizational goals.

Tactics for enhancing collaboration

these include techniques such as integration devices, confrontation and negotiation, intergroup consultation, member rotation, and shared mission and superordinate goals that enable groups to overcome differences and work together.

Tactics for increasing power

these include
entering areas of
high uncertainty,
creating dependencies,
providing resources,
and satisfying strategic
contingencies.