KEY CONCEPTS – CHAPTER 13

Glossary

Chapter 13	
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.