

Chapter 12 Review

1. Ability of a person or group to influence or control some aspect of another person or group	A. EXPERT POWER
2. Power that comes from the ability to influence another in a social relation	B. COMPLIANCE
3. Power made operative against another's will	C. REFERENT POWER
4. Means that one person or group relies on another person or group to get what they want/need	D. CONTROL
5. Authority or ability to exercise restraining or dominating influence over someone or something	E. FORCE
6. Lack of autonomy and participation (results: absenteeism, tardiness, theft, vandalism, grievance, shoddy workmanship, counterproductive behavior)	F. COMMITMENT
7. Involves sharing power, information, and rewards with employees to make decisions and solve problems in work	G. POWER
8. Describes a situation in which one person's gain is equal to another person's loss	H. ZERO-SUM GAME
9. States that when power imbalances get bad enough, forces are triggered that will rise up and take power away to restore power balances	I. SOCIAL POWER
10. Theory that people rebel against constraints and efforts to control behavior	J. CONSTRUCTIVE RESISTANCE
11. Stems from formal hierarchy or authority vested in particular role	K. ZONE OF INDIFFERENCE
12. Resides in individual and is generated in relationships with others	L. DEPENDENCE
13. Formal hierarchical authority that comes with a position	M. BATHSHEBA SYNDROME
14. Range of authoritative requests to which a subordinate is willing to respond without objecting directives to critical evaluation or judgment	N. HIERARCHICAL THINKING
15. Occurs when hierarchical systems create positions of superiority and inferiority in organizations	O. INFORMATION POWER
16. One's ability to administer positive rewards and remove/decrease negative rewards	P. IRON LAW OF RESPONSIBILITY

17. Use of punishment when others do not comply with influence attempts

Q. CONNECTION POWER

18. Power a person has because of special skills and abilities that others need but do not possess themselves

R. LEGITIMATE POWER

19. Ability to alter another's behavior because of individual's desire to identify with power source

S. EMPOWERMENT

20. Possession of or access to information that is valuable to others

T. POSITION POWER

21. Ability to call on connections and networks both inside and outside the organization for support in getting things done and in meeting one's goals (Association Power, Reciprocal Alliances)

U. DYSFUNCTIONAL RESISTANCE

22. Occurs when individuals accept another's influence not because they believe in content but because rewards or punishment associated with requested action

V. PSYCHOLOGICAL REACTANCE

23. Occurs when individuals accept an influence attempt out of duty or obligation (Identification or Internalization)

W. REWARD POWER

24. Characterized by thoughtful dissent aimed at constructively challenging influencing agent to rethink issue

X. COERCIVE POWER

25. Involves more passive form of noncompliance in which individuals ignore/dismiss request of influencing agent

Y. PERSONAL POWER

26. Epitomized when men and women in pinnacle of power with strong personal integrity and intelligence engage in unethical and selfish behavior because they mistakenly believe they are above the law

Z. POWERLESSNESS