

## 13.6: Glossary

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**Authority** Represents the right to seek compliance by others.

**Bases of power** The five bases of power are referent, expert, legitimate, reward, and coercive power.

**Bureaucratic gamesmanship** A situation where the organizations own policies and procedures provide ammunition for power plays.

**Coalition** A situation where one unit can effectively increase its power by forming an alliance with other groups that share similar interests.

**Coercive power** Involves forcing someone to comply with one's wishes.

**Counterpower** Focuses on the extent to which person *B* has other sources of power to buffer the effects of person *A*'s power.

**Expert power** Occurs when person *A* gains power because *A* has knowledge or expertise relevant to person *B*.

**Leadership** The ability of one individual to elicit responses from another person that go beyond required or mechanical compliance.

**Legitimate power** Exists when person *B* submits to person *A* because *B* feels that *A* has a right to exert power in a certain domain.

**Normative power** Rests on the beliefs of the members in the right of the organization to govern their behavior.

**Politics** Involves those activities taken within an organization to acquire, develop, and use power and other resources to attain preferred outcomes in a situation in which there is uncertainty and disagreement over choices.

**Power** The probability that one actor within a social relationship will be in a position to carry out his own will despite resistance.

**Power dependencies** A state where all people are not subject to (or dependent upon) the same bases of power.

**Referent power** A state where allegiance is based on interpersonal attraction of one individual for another.

**Resource dependence** When one subunit of an organization controls a scarce resource that is needed by another subunit, that subunit acquires power.

**Reward power** Exists when person *A* has power over person *B* because *A* controls rewards that *B* wants. These rewards can cover a wide array of possibilities, including pay raises, promotions, desirable job assignments, more responsibility, new equipment, and so forth.

**Strategic contingencies** A requirement of the activities of one subunit that is affected by the activities of other subunits.

**Utilitarian power** Power based on performance-reward contingencies; for example, a person will comply with a supervisor in order to receive a pay raise or promotion.

**Work centrality** The more interconnected subunit *A* is with other subunits in the organization, the more central it is.

**Work to rule** Occurs when employees diligently follow every work rule and policy statement to the letter; this typically results in the organization's grinding to a halt as a result of the many and often conflicting rules and policy statements.

**Workflow immediacy** Relates to the speed and severity with which the work of one subunit affects the final outputs of the organization.

**Workflow pervasiveness** The degree to which the actual work of one subunit is connected with the work of the subunits.

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