

Organizational Behaviour
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Lecture - 26
Power and Politics

Welcome to the chapter sixteen of the discussion today which is on power and politics. We are gradually entering into the more dynamic aspect of behaviors in the organization where factors at the individual level, grouped level and also at the organizational level interplay to give rise to the dynamics within the organization, and it is very important that the people within the organization know how to deal with these situations, what are the factors leading to this situations, because they ultimately affect the behavior and the performance of the people within the organization, and also the performance of the organization at large.

So, today's chapter we will focus on the power structure within the organization and what are the role of politics in the organization, how politics is been played in the organization and how do we recognize those things and what are the ways of dealing with powers and what are the sources of power, where do they come from, how does it affect to behavior, politics how it is played and how we have to deal with those situations.

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Objectives:

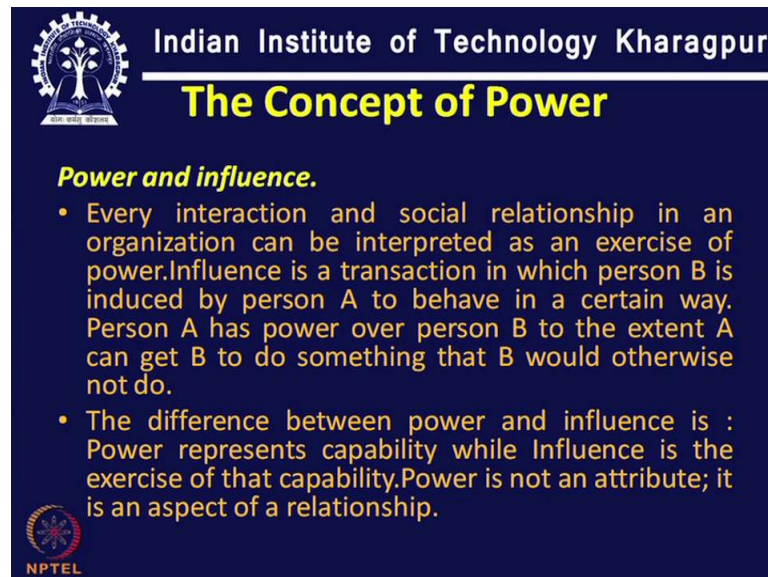
To understand:

- **The concept of power**
- **Sources of power**
- **Interdepartmental power**
- **Illusion of power**
- **Political strategies and tactics**
- **Ethics, power and politics**
- **Using power to manage effectively.**

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So, the objective of today's discussion is to understand the concept of power, to understand the sources of power, to know what are the interdepartmental power, what is the illusion of power, what is the political strategies and tactics, what is ethical issues, ethics, power and politics, using power to manage effectively.

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The Concept of Power

Power and influence.

- Every interaction and social relationship in an organization can be interpreted as an exercise of power. Influence is a transaction in which person B is induced by person A to behave in a certain way. Person A has power over person B to the extent A can get B to do something that B would otherwise not do.
- The difference between power and influence is : Power represents capability while Influence is the exercise of that capability. Power is not an attribute; it is an aspect of a relationship.


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So, first we will start with the concept of power. So the power and influence these are two very related terms. So, and every interaction in an organization, every social interaction in the organization and social relationship can be interpreted as an exercise of power. So, a person A is said to have a power over person B to the extent like when person A can influence the person B to do to act in certain ways and the power is to that extent like he or she can make person B to do something like if left alone person be would not have done.

So, influence is the exercise of the capability like to the extent like how one hasn't has a power over the other person. So, we can see from the definition over here is influence is a transaction in which person B is induced by person A to behave in certain way; person A has power over B to the extent A can get B to do something that B would have not done, otherwise would not do. So, the power is the capability and influence is the exercise of that capability. So, a person having power does not always mean like he exercises that power. So, when he exercises the power and tries to bring changes into

somebody's a ways of life or ways of doing things, then that is said like he is using his power to influence the other person.

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- ***Contrasting Leadership and Power***
- Leadership focuses on goal achievement. It requires goal compatibility with followers and focuses influence downward.
- Power is used as a means for achieving goals. It requires follower dependency. It is used to gain lateral and upward influence.

Leadership and power: So, leadership again focuses on the goal achievement and power is again a means to achieve that goal. So, it requires that the followers are dependent on the leader to certain exchange. So, and it is used to gain lateral and upward influence. So, leadership and power may not be with the same person in some cases. It is generally like it is so like a person who has the leader has certain powers, but in some cases leaders may be ornamental leaders also and actual power of doing certain things lies with the some other person. So, due to his social connections or expert power, so things vary like it is not always like the person who is leader is the person who is enjoying all the power. So, there is the contrast between leadership and power.


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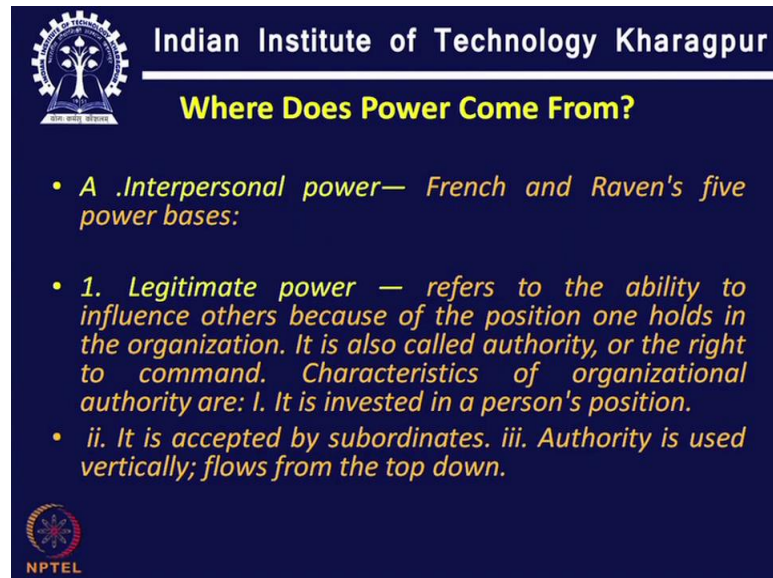
Using power

- Obtaining, maintaining, and using power are all essential to influencing behavior. Dependency is the extent to which something person A wants can be effected by person B determines A's dependence on B; B's power over A depends on how much A needs what B controls.



So, how power can be used in the organization is it is used to maintain obtain and using power all essential to influence the behavior and the thing which determines like to what extend power can be used to influence other person's behavior is defined by the dependency relationship between person A and person B. So, because a person A will enjoy power over person B only when the person B will be dependent on person A for certain reasons and person A can control some things some aspect of what person B wants to have. So, this relationship of dependency and the position to control some of the important things which the other person wants are or factors which determines to what extent power will be used in certain situations for influencing behavior.

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Where Does Power Come From?

- A .Interpersonal power— French and Raven's five power bases:
- 1. Legitimate power — refers to the ability to influence others because of the position one holds in the organization. It is also called authority, or the right to command. Characteristics of organizational authority are: i. It is invested in a person's position.
- ii. It is accepted by subordinates. iii. Authority is used vertically; flows from the top down.

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Now the sources of power or where does power come from or mainly sources of like first is the interpersonal power. So, interpersonal power French and Raven's have given five power bases and they are like legitimate power, reward power, coercive power, expert power and referent power. I will repeat; it is like legitimate power, reward power, coercive power, expert power and referent power. We will look into each of these separately in details. A great way of talking of legitimate power it is the power which one holds because of the position of particular position held in the organization. So, this is also called authority on the right to command. So, characteristics of organizational authority are like it is invested in a person's position. So, again it is accepted by subordinates and its authority is used vertically and closed from top down. So, these define legitimate power.

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- Zone of indifference -possessing formal power, or authority, does not mean that all orders will be followed. Orders will be followed if they are acceptable to the subordinate. They lie within the zone of indifference. Unacceptable orders, outside the zone of indifference, will not be readily followed. The zone of indifference may be wider or narrower, depending on sources of power other than authority. It may be shaped by cultural factors.



Now when we are talking of power and a person having authority over the other person does not mean vary mean like whatever the persons speaks of the person A will be agreed by person B even that to the extent like whether whether you feel like you are like differing or not differing to it; these whether we differ or do not differ from what person A tells to do is determined by the zone of indifference. So, zone of indifference is where there is no difference between what person A tries person B to do and the way that is the expected to be done and how person B thinks like when it is to be done, how it is to be done, etcetera and or less like if you call in one sentence it is acceptable to person B.


So, that is what like given the order does not always mean that the all orders will be acceptable to the subordinates. So, only those will be acceptable and readily followed which will lie within the zone of indifference. If it lies outside the zone of indifference and so it may be the case that orders are given but not always followed. So, the zone of indifference is either like broader or narrower based on certain factors like cultural factors also may influence whether this zone of indifference is wider or narrower.

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- **2. Reward power** — based on a person's ability to reward a follower for compliance. It occurs when someone possesses a resource that another person wants and will exchange that resource for certain behavior. It supports legitimate power.
- **3. Coercive power**—the power to punish. It is based on fear. It can come from legitimate. It can come informally, e.g., fear of rejection by coworkers.
- **4. Expert power** — based on an individual's special and valued expertise. The lower the substitutability of the expertise, the greater the expert's power.
- **5. Referent power** — based on an individual's charisma (behavioral style).



Second is reward power is based on person's ability to reward a follower for compliance. So, it occurs when someone possess resources that another person wants to get and will exchange that resources for certain behavior. So, what happens like if suppose a legitimate power. So, if you are in a position to reward someone then what happens like that itself makes the person dependant on you and to do things as you want that person to do. Next comes what is called coercive power. We can understand from the word coercive means it is to punish.


So, coercive power is based on fear. So, it can come from legitimate power, it can come from informal defined power also like fear of rejection by workers. Next is important is expert power. It is based on the individuals; it is based on the individual's special and valued expertise on certain things. The lower the substitutability of the expertise, the greater is the expert's power. Referent power is based on individuals way of attracting people or a guest and it is based on individuals, it is based on individual's charisma and it is a particular style of attracting people.

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- Legitimate, reward, and coercive power come from the organization; expertise and referent power reside in the individual and are derived from personal characteristics.
- One or more of the five bases of power can be used in combination. The use of the type can affect the other power bases (e.g., the use of coercive power can reduce an individual's perceived referent and legitimate power).
- Research suggests that legitimate and reward powers are positively related; coercive power is negatively related to legitimate and reward power.



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So, we can understand like legitimate power, reward power and cohesive power all these things comes from the organization, but expertise and referent power these are within the individual and derived from personal characteristics traits of the individual. So, all these five bases of power can be either used singly or it can be used as a mix and match. So, and the use of one power may affect the perception of the other power bases. So, like research shows legitimate and reward powers are positively related and cohesive power is negatively related to legitimate and reward power.


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B. Power in Groups:

- **1. Coalitions:** are Clusters of individuals who temporarily come together to achieve a specific purpose. It seeks to maximize their size to attain influence. Coalition seeks a broad and diverse constituency for support of their objectives. It occurs more frequently in organizations with high task and resource inter-dependencies. it also occur more frequently if tasks are standardized and routine.
- **2. Sexual Harassment:** Unequal Power in the Workplace. Unwelcome advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature in a work environment reasonably perceived as hostile or abusive.

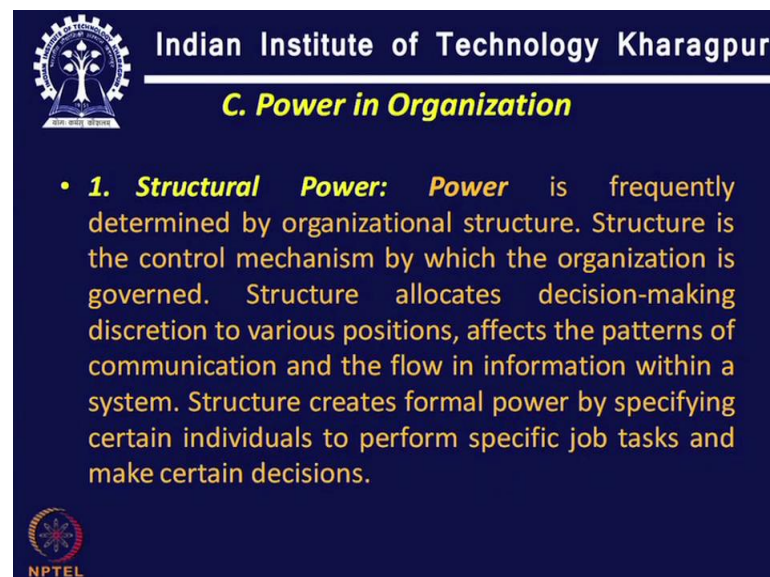


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When we are talking of power and so power in group itself the groups or say that formation of group itself gives rise to certain power. So, in this section we are going to consider that. The first is that power derived from group is called coalitions. So, coalitions are plasters of individuals who temporarily come together, what is released is important who temporarily come together, to achieve a specific purpose. It seeks to maximize their size to attain the influence. So, coalitions like what happens if they form small boards in governments and discuss and all these things to support their objectives.

So, what happens in organizations to work for a particular purpose? So, and in which there is like high task and resource interdependency. So, what happen are people generally from coalition to get their objectives done. So, this is where the importance of coalition is. So, next we come to another power which takes place of this groups formation is sexual harassment. So, these happens because of unequal power in the organization. So, unwelcome advances request for sexual factors favors and the other verbal or physical conduct of sexual nature, then which is perceived as abusive or hostile by the person. So, these are again powers which generate out of being in group.

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C. Power in Organization

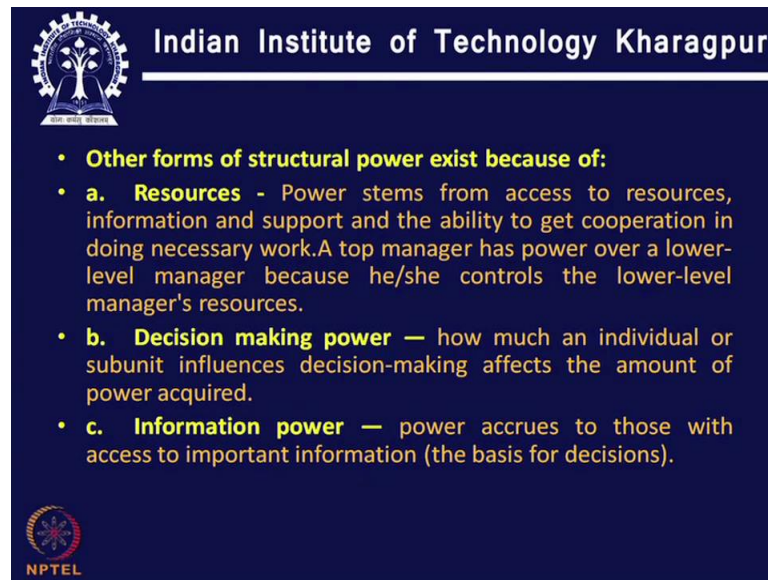
- **1. Structural Power:** Power is frequently determined by organizational structure. Structure is the control mechanism by which the organization is governed. Structure allocates decision-making discretion to various positions, affects the patterns of communication and the flow in information within a system. Structure creates formal power by specifying certain individuals to perform specific job tasks and make certain decisions.

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Structural power is the power which is defined by the structure itself. So, structure what happens? It is the control mechanism which helps to facilitate certain interaction in the organization but which does not nurture other interaction in the organization. So, by the mere presence of the structure itself it determines like who is placed above whom and

what is the relationship, who is more closely pleased, who is distantly pleased and all these things give rise to power, because structure creates formal power by specifying certain individuals to perform specific jobs and make certain decisions.

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- **Other forms of structural power exist because of:**
 - **a. Resources** - Power stems from access to resources, information and support and the ability to get cooperation in doing necessary work. A top manager has power over a lower-level manager because he/she controls the lower-level manager's resources.
 - **b. Decision making power** — how much an individual or subunit influences decision-making affects the amount of power acquired.
 - **c. Information power** — power accrues to those with access to important information (the basis for decisions).

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Other forms of structural power are like resources. Power stems from like access to resources one who has more resource, more information, more support and the more ability to get cooperation. Then what happens like due to the position of these resources this person becomes more powerful than the other person. Now when we tell that the top manager is more power over a lower level employee means he is utilizing all these ability to control these resources into lower managers level of functioning gets affected by. Decision making power is another power which is the expertise to make decisions in the organization and influence the decisions of people in the organization. c. is information power where its power generates from the information possessed by certain individuals and groups and access to those information. So, this is very important. So, access to information and also the position of information are the important factors for information power because it influences the bases of decision making.

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- **2. Interdepartmental power** - Subunits/departments can gain power by controlling strategic contingencies—events that are critical in accomplishing organizational goals. Relevant to strategic contingencies, subunit power is influenced by subunit ability to cope with uncertainty, and its centrality and substitutability.
- **Coping with uncertainty** — the three types of coping activities are:
 - a. **Coping by prevention** — reducing the probability that some problem will arise.
 - b. **Coping by information** — using information (e.g., forecasting) to predict if, when, and impact of uncertainties (making them more certain).
 - c. **Coping by absorption** — directly dealing with uncertainty as it impacts the subunit.



When we are talking of interdepartmental power. So, we are talking of powers which can be observed in between two departments. So, generally what happens? Subunits/departments get control over strategic contingencies, resources, etcetera and they do not like one to share it with others like of the conflicting department. So, like this is called interdepartmental power which is arrived at by controlling some of the strategy contingencies and it is also dependant on the substitutability, like if one element is not there in the whole process then whether that is substitutable or not. If it is not substitutable, then the person or the department in position of that power is more powerful than the other department.


Coping with uncertainty, so three types of coping strategies are like coping by prevention. So, we will try to cope by saying like, okay, nothing is going to happen and we will reduce the probability of that happening. Coping by information is we try to get as much of information as possible by either by statistical technique also or by service, etcetera to deal with the uncertainties in a much better way. And the third is of course like the coping by absorption where we try to do is we try to directly deal with the uncertainty and at the time when it affects the department. So, other subunit, so these are the three main points like first is coping by prevention, second is coping by information and third is coping by absorption.

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- **Centrality** — the degree to which a subunit is central to the organization's workflow (often measured by the degree to which the subunit's work contributes to the organization's final output). Research shows centrality can be a significant source of subunit power. Subunits with centrality substantially affect other units.
- **Substitutability** — the ability of other subunits to perform the activities of a particular subunit. The lower a unit's substitutability, the greater its power.



The interdepartmental conflict is also influenced by centrality. So, the degree of which the subunit is central to the organization's workflow is a factor which determines these situations and in other words this is called the centrality of the unit. So, research shows that centrality can be a significant source of subunit power because of its effects in substantially affecting other units. So, due to that process like if it is a centrally held department and it can influence many other situations pertaining to the other units or the unit in discussion per se, then we have to be careful about it. Substitutability: The ability of other subunits to perform the activities of a particular subunit. So, the lower the unit's substitutability, the greater is the power. So, because work substituted means your work can be done by some other person. But once it is not substitutable means you are a very important resource for the organization and you can be a source of power.

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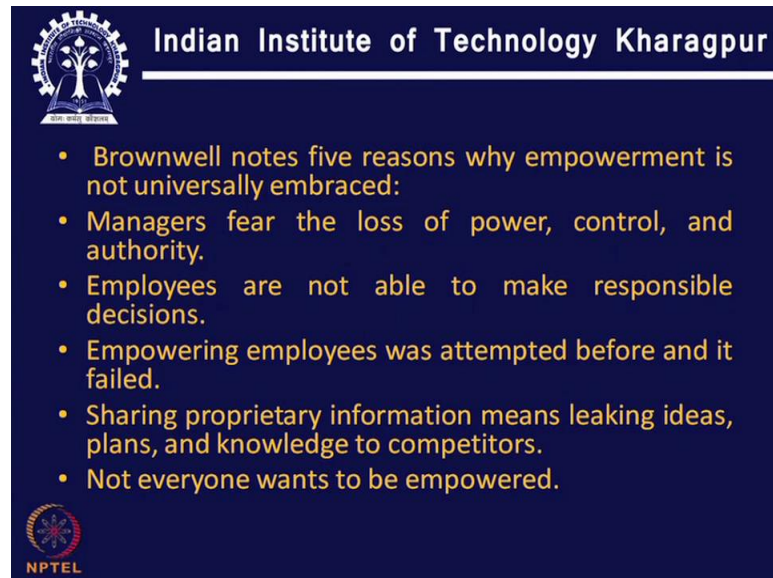
- **3. Empowerment:** Conger and Kanungo define it as "a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information."



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Third concept is that of empowerment. In empowerment what happens? It is a feeling of increase of self-efficacy and self-efficacy amongst the members and through the identification or the conditions that foster powerlessness and through their removal by both formal organizational practices and formal and informal technique of providing efficacy information. So, empowerment is where I try to empower a person and he or she has to understand also like I can do, I can complete or I am good at this task or not. So, these particular ideas about oneself or oneself in the sense that group-self also determines whether that will get empowered and whether that will lead to the centrality or not and whether it leads to perception of power or not.

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- Brownwell notes five reasons why empowerment is not universally embraced:
- Managers fear the loss of power, control, and authority.
- Employees are not able to make responsible decisions.
- Empowering employees was attempted before and it failed.
- Sharing proprietary information means leaking ideas, plans, and knowledge to competitors.
- Not everyone wants to be empowered.

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Empowerment as we have seen is not universally embraced by everyone this is what we have to be very careful about. So, if the managers sometimes see like the fear of like loss of power, control and authority. So, and then managers also fear that there will be loss of something, then students and like the employees are sometimes not able to take proper decisions and they do not want to make decisions and there they are not responsible also. So, empowering was tried one and it has failed and how much information to share to what extent. So, this leads to problem like should we share all information at all levels to the employees or no, there should be some decisions regarding it. So, and lastly very importantly like not everyone wants to be empowered if we want, okay, we have this group of people and we get this person empowered. That does not mean like the person wants to get empowered. So, all these factors may lead to why the concept of empowerment is not widely accepted.

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- **Stages of empowerment**
- a. Identifying organizational conditions that lead to members' feelings of powerlessness.
- b. Implementation of empowerment strategies, e.g., participative management, and merit pay.
- c. Providing information to subordinates to create feelings of self-efficacy.
- d. Feelings of empowerment by organization members.
- e. Empowerment feelings translate into behaviors.



The stages of empowerment are identifying first the conditions that may lead to member's feeling of powerlessness. So, giving of empowerment style like that of participating management and a merit pay then and providing information to subordinates to create the feelings of information of a self-efficacy like whether to what extent feel like they can do certain things and feeling of empowerment by the organizational members. So, and then it is like it is not for everybody and empowerment feelings have to be translated into behaviors, because they may like the gap because people may not want to get empowered as I told like it may not to be everybody. So, it has to translate into a particular behavior which shows which expresses like that empowerment is to be done.

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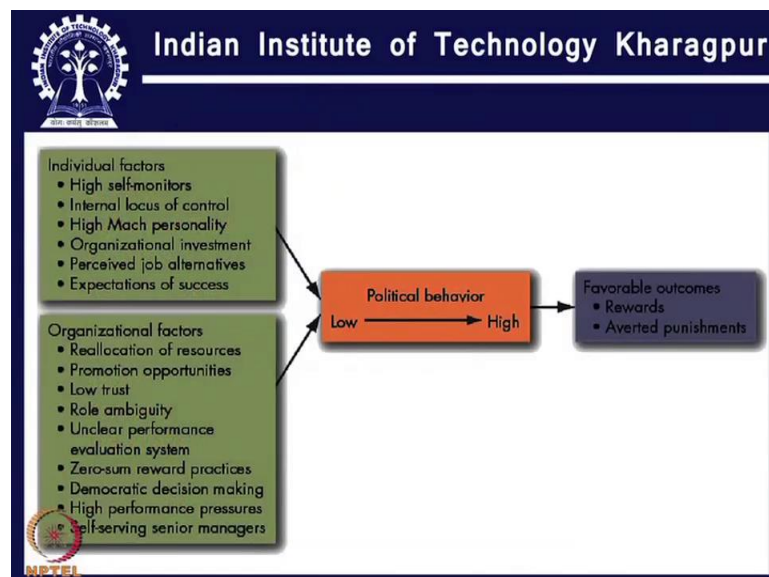
Power Tactics

- Ways in which individuals translate power bases into specific actions
- **Influence Tactics**
- Legitimacy
- Rational persuasion
- Inspirational appeals
- Consultation
- Exchange
- Personal appeals
- Ingratiation
- Pressure
- Coalitions

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Next we come to tactics, power tactics within the organization. So, where this is the process where which people will translate their powers into influential tactics and these are like legitimacy, rational persuasion, inspirational appeals, then come consultation, then pressure, ingratiation, coalitions. So, these are again a part of discussion of like in pressure management techniques to some extent.

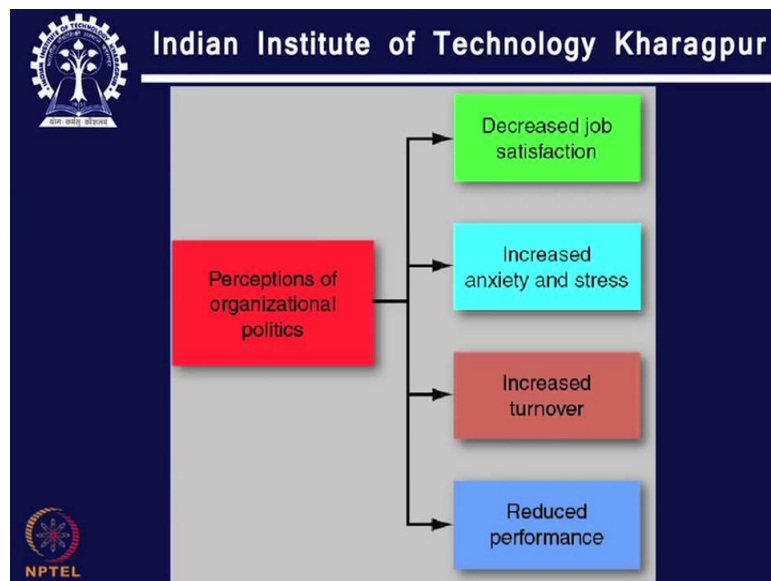
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So, what we can see from this diagram is individual factors like high self-monitors, internal locus of control, high Mach personality, organizational investment, perceived

job alternatives, then expectation of success. All these and the organizational factors like reallocation of resources, promotion opportunities, trust, and role ambiguity, unclear performance, etcetera, etcetera, zero-sum reward practices give rise to both low end and high end political behavior and these may again lead to high outcomes like rewards and averted punishment, etcetera. So, the factors influencing political behavior are both at the individual organizational level and it can ultimately lead to a behavioral outcome which is either in terms of rewards gain or averted punishments.

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Perception of organizational politics is how you see it in the organization is its decreased job satisfaction, then increased anxiety and stress, increased turnover and reduced performance. So, these are some of the effects like what happens if there is too much of organizational politics.

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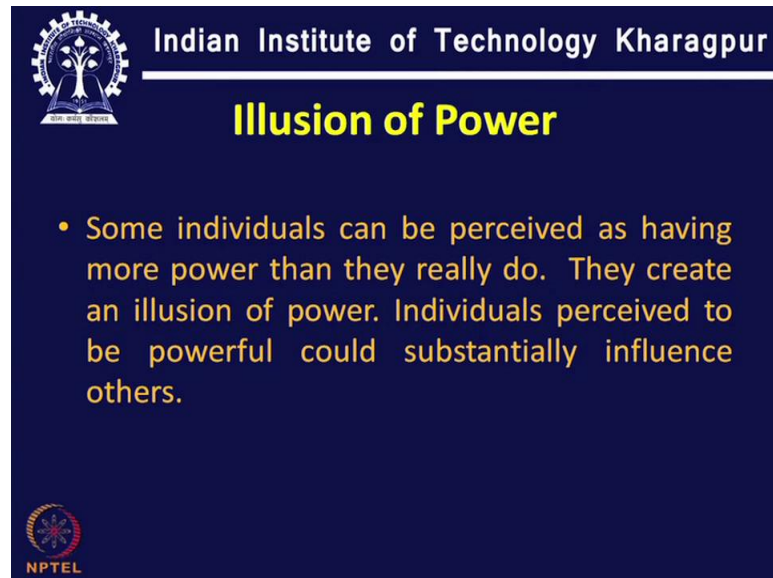
Factors Influencing the Choice and Effectiveness of Power Tactics

- **Sequencing of tactics** - Softer to harder tactics work best
- **Skillful use of a tactic**
- **Relative power of the tactic user** - Some tactics work better when applied downward or upward
- **The type of request attaching to the tactic** - Is the request legitimate? How the request is perceived? Is the request consistent with the target's values?
- **The culture of the organization** - Culture affects user's choice of tactic
- **Country-specific cultural factors** - Local values favor certain tactics over others

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When you are talking of influencing the behavior and like which power tactics to be used, it is like the sequence is very important. So, what we will try to do is start from the softer once and more towards the harder techniques. So, then a skillful use of a particular tactics, then relative power of the tactics user, some tactics work better when applied the downward or upward. So, the type of request to that tactic is the request legitimate if it is not then how it is consistent with the target values, etcetera. The culture of the organization: The culture of the organization affects again the choice of the tactic and this culture can also be of two types; culture of the organization per se, culture of the thing. So, culture of the country that the person is working. So, this again influences like the local values influences the way we can use the power tactics over one another. So, these are the factors which influences how effecting will be the power tactics.

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Illusion of Power

- Some individuals can be perceived as having more power than they really do. They create an illusion of power. Individuals perceived to be powerful could substantially influence others.

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Illusion of power is where some people create like the illusion that they are more powerful than the others. So, the individuals who have perceived to the power having more power can later on do certain things for the organization or substantial influence others.

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Politics: Power in Action

- **Political Behavior**
- Activities that are not required as part of one's formal role in the organization, but that influence, or attempt to influence, the distribution of advantages or disadvantages within the organization
- **Legitimate Political Behavior** - Normal everyday politics
- **Illegitimate Political Behavior** - Extreme political behavior that violates the implied rules of the game

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Power in action is politics. Political behavior: So, these are certain behaviors which are not required as a part of the formal role that any one plays in the organization, but it influences or attempts to influence the distribution of advantages and disadvantages

within the organization. Next is like when you are talking of political things. So, it is the formal structure, the formal role requirement does not require this type of behavior but somewhere this group seemed and influences the whole lot of behavior pattern and these could be again of two types, legitimate political behavior and illegitimate political behavior.

So, legitimate political behavior it is though undeterminable but still it is normally within somewhat like within a normal range of everyday politics, like bigger politics what happens in the organization. So, legitimate political behavior is thus as defined by the structure; illegitimate when you are talking off it is violent behavior, illegitimate is violent in nature and its extreme political behavior which violates the rules of the game and it tries to follow its own pattern. So, that is not something which is valuable in the organization.

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- **Political Strategies and Tactics**
- Politically-oriented behavior (often engaged in by individuals and subunits):
 1. Usually lies outside the legitimate power system.
 2. Is designed to benefit an individual/subunit often at the organization's expense.
 3. Is intentional and designed to acquire/maintain power.

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So, politically-oriented behavior is designed to benefit the individual and subunits often at the it is not defined by the legitimate power system, it takes care of the individuals subunits benefit at the cost of the benefit of the organization and its intentional and designed to acquire or maintain power. So, politically orientation of the organization is somewhat which is like we have to be careful about and because sometimes what happens like organizations have groups which function for their own purpose for their own benefits and not for the benefit of the organization as a whole.

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Playing politics—politics and political behavior

- **Game playing** - According to Mintzberg, many individuals are adept at playing political games. Mintzberg identifies 13 types of political games played by managers and nonmanagers to accomplish various goals:
 - i. To resist authority (the insurgency game).
 - ii. To counter the resistance to authority (the counterinsurgency game).
 - iii. To build power bases (the sponsorship game and coalition-building game).
 - iv. To defeat rivals (the line-versus staff game) and bring about organizational change (the whistle-blowing game).
- **The insurgency game** — played to resist authority (e.g., ordered to reprimand an employee, a foreman does it ineffectively).

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Playing politics is an important area of power and politics in the organization and of course the first important thing is that of game playing. So, like to these game playing according to Mintzberg could be of various natures and for various purposes. So, to like resist authority it is the insurgency game to counter the resistance of authority is another game. So, to build power basis again the sponsorship game and coalition building game and they would defeat rivals. Then see it is talking of like to defeat rivals and bringing about organizational members. So, if who can bring about change will like that of whistle-blowing. So, these are certain things like have how we go about game playing. The insurgency game is played to resist authority; that is the order to reprimand an employee and a foreman does it effectively this kind of things.

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- **Political influence tactics.**
- **Political tactics:**
 - a. Consultation — seeks support through participation.
 - b. Rational persuasion — attempts to show a "logically" best course of action.
 - c. Inspirational appeals — appeals to values and ideals.
 - d. Ingratiating tactics — designed to make one obligated to another.
 - e. Coalition tactics — seeks help of others to persuade you.
 - f. Pressure tactics — uses demands, intimidation, or threats to gain support.
 - g. Legitimizing — used to gain support by claiming the authority to ask for your support.
 - h. Personal Appeals — used to appeal to your feelings of loyalty and friendship in order to gain your support.




Political tactics again are consultation, rational persuasion, inspirational appeals, ingratiation we have already talked about it legitimizing, personal appeals. So, coalition tactics and pressure tactics are two things but these factors are used to get things done in an organization, and you see like these have different applications according to different situations and purposes.

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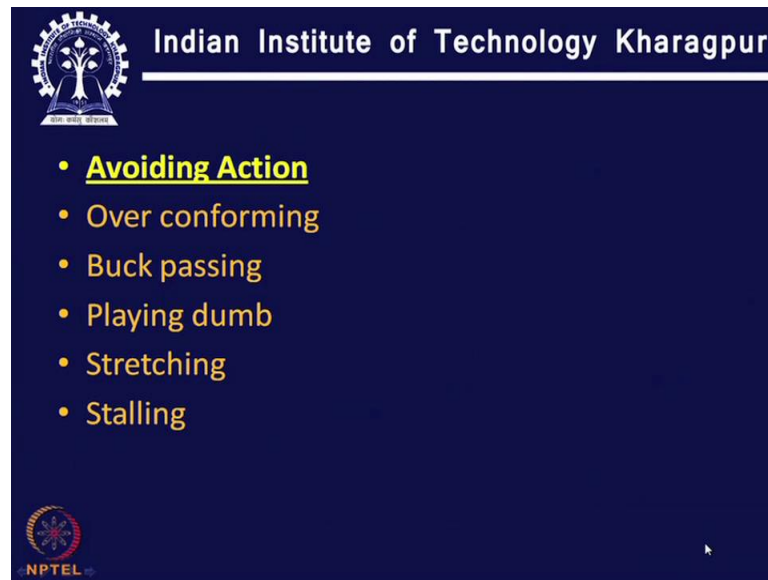
- **Exchange tactics** — promises that compliance will lead to rewards.
- Some tactics work better in influencing upward, some downward, and some laterally. Managers prefer consultation, rational persuasion, and inspirational appeals. Least appealing were pressure tactics, upward appeals, and exchange tactics.
- **Defensive Behaviors** - reactive and protective behaviours to avoid action, blame or change



Exchange tactics is again like where we promise that the compliance will lead to reward. So, some tactics again will work better in some situations; so we are talking about

upward downward influence and like managers prefer consultation, rational, persuasion, etcetera and inspirational appeals, so defensive behaviors again unlike reactive and projective behaviors to avoid action, blame or change.

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The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The text is as follows:

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- **Avoiding Action**
- Over conforming
- Buck passing
- Playing dumb
- Stretching
- Stalling

Avoiding action is what we do is over conforming, buck passing, playing dumb, stretching and stalling.

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The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The text is as follows:

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- **Avoiding Blame**
- Buffing
- Playing safe
- Justifying
- Scapegoating
- Misrepresenting
- **Avoiding Change**
- Prevention
- Self-protection


Avoiding blame is buffing, playing safe, justifying, scapegoating. Avoiding change is prevention and self-protection.

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- **Some Impression Management Techniques are:**
- **Conformity** Agreeing with someone else's opinion in order to gain his or her approval.
- **Excuses** Explanations of a predicament-creating event aimed at minimizing the apparent severity of the predicament.
- **Apologies** Admitting responsibility for an undesirable event and simultaneously seeking to get a pardon for the action.
- **Acclamations** Explanation of favorable events to maximize the desirable implications for oneself.
- **Flattery** Complimenting others about their virtues in an effort to make oneself appear perceptive and likable.
- **Favours** Doing something nice for someone to gain that person's approval.
- **Association** Enhancing or protecting one's image by managing information about people and things with which one is associated.



Some impression management techniques like and why we are discussing impression management over here is also impression management is an important way of dealing with organizational situations and getting favors from the organizations, so we can take it to politically behavior also. So, conformity is agreeing with someone else's opinion in order to again his her approval. So excuses, apologies, acclamations, then flattery, favors. So, favors, associations, special group association, flattery. These factors are done to form the first image very carefully in another person's mind so that they get somewhat affected or carried away by what we want to do we want to get from the other part.

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Ethics, Power, and Politics

- Criteria to be considered in making ethical decisions:
- 1. Utilitarian outcomes — the greatest good for the greatest number.
- 2. Individual rights — respect rights of free consent, free speech, freedom of conscience, privacy, and due process.
- 3. Distributive justice — behave equitably and fairly, not arbitrarily.
- When a potential behavior cannot pass the three criteria test, it may still be ethical if it passes the criterion of overwhelming factors: justify behaviors by: 1. Overwhelming factors in the nature of the situation. 2. Conflicts within the criteria. 3. Incapacity to employ the first three criteria.



While talking of making ethical decisions, we should be concerned about utilitarian outcomes the greatest good for the greatest number, individual rights respect rights of free content, free speech and freedom of conscience, distributed justice is behave equitable and fairly distribution and this distribution is not arbitrary in nature. So, when the behavior cannot pass like these three criteria like it retain outcomes, individual rights and distributive justice, then it is not somewhat which is ethical in nature


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Using Power to Manage Effectively

- A. Recognizing that there are multiple interests in virtually every organization.
- B. Knowing what position relevant individuals and groups hold with respect to issues important to oneself.
- C. Understanding that to get things done one must have power, and in the case of those who oppose, one must have more power than they do.
- D. Recognizing the strategies and tactics through which organizational power is developed and used.



How do we use power to manage effectively? It is like by recognizing like there is various interest level in the organization's and these interest levels various interest levels are the sources of the pockets where powers reside then and there may be due to the structure or due to expertise or due to like you can reward or some other reason. So, and we have to like through the power that we have; any of the five power that is mentioned, we need to reach all these people with different interest knowing what position relevant individual and groups hold with respect to issues important to oneself. So, with whom I am sharing the power, with whom I have negotiate, all these things we have to do a background study before we go to interact with the other person. Understanding that to get things done one must have power, and in the case of those who oppose, one must have more power than they do. So, recognizing the strategies and tactics through which organization power is developed is also very important.

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The slide features the IIT Kharagpur logo in the top left corner, the text "Indian Institute of Technology Kharagpur" in the top right, and the word "Questions" in the center. Below the title, there are four bullet points. The NPTEL logo is in the bottom left corner.

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Questions

- Discuss the concept of power. What are the sources of power in an organization-discuss with examples.
- What is politics? What are the factors that influence political behaviour? Elaborate the Political strategies and tactics prevalent in organization.
- Discuss the relation between Ethics, power and politics. How can power be used to manage effectively?
- Write short notes on (a)Defensive techniques (b) Impression Management.

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So, as a question will come to discuss as what is the concept of power, what are the sources of power in an organization, what is politics, what are the factors that influences political behavior, what are the political strategies, then relation between ethics, power and politics, then short notes on defensive techniques and impression management. So, what we can find over here is may be the questions are not too many, but questions are in depth and you need to like while answering these questions be very careful about like the two, three factors influencing the choice of power and the strategies political strategies and how it is effecting both the people and the functions of the organization. Thank you.