

CHAPTER 5

MANAGING POWER AND POLITICS IN ORGANIZATIONS

Resistance, Empowerment, Ethics

Objectives and learning outcomes

By the end of this chapter you will be able to:

- Appraise that the central task of any manager is to manage people and that managing people involves managing power relations
- Understand how power is present and in organizational structures
- Evaluate what might be factors for authority in organizations
- Give some of the current ethical issues involved in managing power and authority relations



Managing Power And People

**Goodwin, Nick, Gruen, Reinhold, Iles,
Valerie**



Managing Power And People:

Managing Power Through Lateral Networking Margaret C. Brindle, Lisa Mainiero, 2000-01-30 The implementation of new ideas in organizations is often hampered by the political dynamics of lateral relationships The authors of this book offer a balance of theory and cases designed to give managers and executives strategies for dealing with power relationships in an effective way This book highlights common mistakes people make in managing lateral relationships Most problems concern misunderstandings about the political realities that arise from underlying power distribution inherent in any organization The authors offer a roadmap based on real life dilemmas faced by both new and seasoned managers in order to help solve seemingly unsolvable problems Using ideas from the resource dependence paradigm they model and diagram lateral relationships in a way that create effective plans of action Managers executives and MBA students will find this synthesis of theory and practice an important tool for building a model for success Part I gives the reader an understanding of the workings of lateral relationships within organizations It goes on to provide specific models and strategies for working within these relationships Part II details specific scenarios that will be faced by managers and executives and offers ways to cope with them The increasingly diverse workforce and growing reliance on team management only intensifies the need for more effective lateral relationship management This book provides the application of theories and skills vital to coping in such an organizational environment

Managing With Power Jeffrey Pfeffer, 1993-11-12 Although much has been written about how to make better decisions a decision by itself changes nothing The big problem facing managers and their organizations today is one of implementation how to get things done in a timely and effective way Problems of implementation are really issues of how to influence behavior change the course of events overcome resistance and get people to do things they would not otherwise do In a word power *Managing With Power* provides an in depth look at the role of power and influence in organizations Pfeffer shows convincingly that its effective use is an essential component of strong leadership With vivid examples he makes a compelling case for the necessity of power in mobilizing the political support and resources to get things done in any organization He provides an intriguing look at the personal attributes such as flexibility stamina and a high tolerance for conflict and the structural factors such as control of resources access to information and formal authority that can help managers advance organizational goals and achieve individual success

Managing Human Behavior in Public and Nonprofit Organizations Robert B. Denhardt, Janet V. Denhardt, Maria P. Aristigueta, Kelly C. Rawlings, 2018-12-27 This is a well thought out and well researched textbook on human behavior and relations in organizations The extensive use of case studies and examples makes the material easy to grasp and apply M S Kinoti Ph D Regis University *Managing Human Behavior in Public and Nonprofit Organizations* Fifth Edition is an established core text designed to help students develop their leadership and management skills Bestselling authors Denhardt Denhardt Aristigueta and Rawlings cover important topics such as stress decision making motivation leadership teams communication and change Cases self assessment

exercises and numerous examples provide students with the opportunity to apply concepts and theories discussed in the chapter Focusing exclusively on organizational behavior in both public and nonprofit organizations this text is a must read for students in public administration programs New to the Fifth Edition Increased attention to issues related to nonprofit organizations helps students develop a better understanding of the differences and similarities in public and nonprofit organizations as well as the way they interact with one another and with the private sector Broadened coverage of issues related to ethics and diversity offers students a broader perspective on important issues to consider such as the examination of implicit and explicit bias generational differences and power and privilege Additional discussions of collaboration inclusion and participation both within the organization and with external constituencies show students the value rationale for engagement and its practical effects Revised and updated information on emerging technology illustrates to students how an increasingly digital connected and networked environment affects our ability to manage public and nonprofit organizations New cases examples self assessments and exercises cover recent developments in research and practice to engage students with relevant ways to practice and improve their management skills Give your students the SAGE edge SAGE edge offers a robust online environment featuring an impressive array of free tools and resources for review study and further exploration keeping both instructors and students on the cutting edge of teaching and learning

Managing Power Electronics

Nazzareno Rossetti, 2005-12-13 A unique system focus that presents specific solutions for specific appliances This publication presents state of the art power management techniques for modern electronic appliances that rely on such very large scale integration VLSI chips as CPUs and DSPs The author thoroughly covers all aspects of the field including semiconductor manufacturing processes packages circuits functions and systems A unique and significant contribution to the field the publication adopts a system focus by first presenting the appliance and then delving into the power management architecture and topologies that best serve each appliance In addition to specific techniques and applications the publication discusses fundamental physical and socioeconomic issues For example the author examines Moore's law and its effect on power management and heat dissipation which points to a future breakthrough needed to continue the fast pace of advancement in the high tech industry The author provides a solid technical foundation and an analysis of popular electronic appliances including Overview of the semiconductor industry Plain English discussion of semiconductor processes and packages Step by step guide to analog design building from the transistor to higher level functions leading to the implementation of a complete voltage regulator Popular DC DC voltage regulation architectures AC DC architectures for power conversion Ultra portable devices such as cellular phones PDAs and digital still cameras Desktop and notebook PCs The publication concludes with a chapter on special power management topics and an expert forecast of future directions for the field This is essential reading for researchers engineers and designers in the semiconductor and integrated circuits industries With its extensive use of cross section drawings as well as transistor circuit schematics this is also a recommended textbook for advanced

undergraduate and graduate courses in computer science and electrical engineering **Managing Technological Change**

Nancy M. Lorenzi, Robert T. Riley, 2013-03-14 The successful implementation of health information systems in complex health care organizations ultimately hinges on the receptivity and preparedness of the user Although the Information Age is well underway user resistance to information systems is still a valid concern facing the informatics community This book provides effective management strategies to health care administrators for the productive integration and maintenance of such information systems The Second Edition covers three main areas technical skills project management skills and organizational and people skills including the practical implementation strategies necessary to make the system an operational success The audience for this book consists of health care administrators CEOs clinicians IT developers librarians and professors *Managing and Organizations* Stewart R Clegg, Martin Kornberger, Tyrone Pitsis, 2011-11-28 Electronic Inspection Copy available for instructors here Now in its Third Edition this unique and highly esteemed text goes from strength to strength continuing to offer seamless coverage of the essential topics of organizational behaviour a realist s guide to management capturing the complex life of organizations the paradoxical emotional insecure self confident responsible irresponsible and delivers the key themes and debates in an accessible way interactive instructive and fun learning aids and features both in the text and on the Companion Website an attractive easily navigable full colour text design a guide to further reading including hand selected journal articles many of which are available on the Companion Website As well as cutting edge content and features the Third Edition now includes clearer more concise exposition of all you need to know about organizations expanded coverage of public sector informal and non profit organizations additional discussion of international cultures revised case studies to cater for readers across the world at all levels of knowledge and experience a revisited Companion Website with longer case studies Over the last seven years more and more students and tutors have been won over by Managing and Organizations coverage wisdom and insight and this new edition is a yet more essential guide to negotiating and understanding the bustling and complex life of organizations Visit the Companion Website at www.sagepub.co.uk/managingandorganizations3 To watch Tyrone Pitsis talk about the new edition of Managing and Organizations click here Managing Power and People George J. Seperich, Russell W. McCalley, 2016-09-16 This practical text offers management students as well as professionals a comprehensive guide to an essential management function the use of power and authority to achieve specific objectives Incorporating numerous case studies and examples of actual management experiences in both large and small companies the book provides an effective approach to the use of power to manage people and projects successfully without fear of conflict The work is based on a unique blending of management and leadership combined to create a powerful influence on employees resulting in the managed responses required to reach the planned objective Building on this principle the authors demonstrate how managers can use the different types of power effectively in a wide variety of situations They show how to make use of an organization s established power structure and offer step by

step guidance on the essential concept of FOCUS Management Including learning objectives case studies and discussion questions this text prepares students to apply what is learned directly to any working environment An online Instructor's Manual is available for instructors who adopt the book *Managing Nonprofit Organizations* Mary Tschirhart, Wolfgang Bielefeld, 2012-07-11

MANAGING NONPROFIT ORGANIZATIONS This essential resource offers an overall understanding of nonprofits based on both the academic literature and practitioner experience It shows how to lead manage govern and structure effective and ethical nonprofit organizations Managing Nonprofit Organizations reveals what it takes to be entrepreneurial and collaborative formulate successful strategies assess performance manage change acquire resources be a responsible financial steward and design and implement solid marketing and communication plans Managing Nonprofit Organizations is the only introductory text on this subject that manages to do three critical things equally well It is comprehensive covering all the key topics leaders of NPOs need to know about it is practical providing lots of examples case incidents and experiential exercises that connect the content to the real world and best of all and most unique compared to others it is research based drawing on the latest and best empirical studies that look into what works and doesn't work in the world of nonprofit management Vic Murray professor School of Public Administration University of Victoria This book is a rarity a text that can be used both as the focus for academic study and as a source of stimulating ideas for those practitioners who want to explore theories about management and how they can be applied so they can do a better job Tschirhart and Bielefeld have explained all aspects of nonprofit management and leadership in a way that will stimulate as well as inform Richard Brewster executive director National Center on Nonprofit Enterprise Virginia Tech University Managing Nonprofit Organizations presents a comprehensive treatment of this important topic The book satisfies the competencies and curriculum guidelines developed by NASPAA and by NACC and would be ideal for instruction The book maintains its commitment to informing management and leadership throughout the nonprofit sector Jeffrey L Brudney Albert A Levin Chair of Urban Studies and Public Service Cleveland State University This is an important book written by two of the leading scholars in the nonprofit studies field Nonprofit managers board members funders educators and others will find Managing Nonprofit Organizations extremely valuable Michael O'Neill professor of nonprofit management University of San Francisco Here is the book that my students have been asking for just the right mix of theory presentation research findings and practical suggestions to serve the thoughtful nonprofit management practitioner It will inform instruct and ultimately inspire Rikki Abzug professor of management Anisfield School of Business Ramapo College *Managing Organizational Behavior in the African Context* David B. Zoogah, Constant D. Beugré, 2013 Managing Organizational Behavior in an African Context discusses management and organization science theories as they apply within the social cultural and economic contexts in which organizations operate in Africa The first organizational behavior book to cover the entire continent it uses the findings of OB studies to establish a conceptual foundation then explores how those topics apply in Africa's unique business

environment This integrative framework allows students and scholars to connect organizational phenomena in Africa with those in other parts of the globe Illustrative examples mini cases and self assessment exercises all based on Africa specific sectors industries and organizations round out this foundational guide to the OB field in Africa **Introduction to Power**

Gilad James, PhD, Power refers to the ability of an individual or group to influence the behavior of others Power exists in various forms such as social economic political and physical power It is an essential element in human relationships and it shapes the interactions between people in different social contexts Power can be seen as a tool that is used to achieve certain ends either for the benefit of the individual or group that possesses it or for the benefit of the broader community The distribution of power in society can also have significant effects on social justice and equality Therefore a better understanding of power is crucial for individuals to navigate their social and political environments effectively The study of power has been a central concern in political science sociology and psychology Theories of power attempt to explain how power operates in different contexts and how it shapes social relations The concept of power is often associated with concepts such as authority domination and control Scholars have also explored the dynamics of power in interpersonal relationships organizations and institutions and how power can be used to achieve positive outcomes such as social change and collective action It is essential to recognize that power is not necessarily negative or harmful but it can also be harnessed for the public good **The Complete Idiot's Guide to Recruiting and Managing Volunteers** John L. Lipp, 2009-10-06 Advice on

the unique challenges of managing a volunteer workforce Volunteers provide vital services to millions of people each year However because of their work's special nature they're one of the most challenging work forces to manage and retain Lipp has managed these workers for over 20 years and shares his experience in recruiting balancing paid and volunteer staff creating schedules that work addressing the transient nature of volunteers motivation and retention Expert author in the field There is a growing need for volunteer workers as budgets are cut Most current book on the subject Clear jargon free text full of anecdotes and step by step advice **Managing For Dummies** Bob Nelson, Peter Economy, 2010-07-06 The fast and easy way to learn how to manage people projects and teams Being a manager can be an intimidating and challenging task Managing involves teaching new skills to employees helping land a new customer accomplishing an important assignment increasing performance and much more The process of management can be very challenging at times but it can also bring you a sense of fulfillment that you never imagined possible Managing For Dummies 3rd Edition is perfect for all levels of managers This clearly written easy to understand guide gives you practical advice on the most important aspects of managing such as delegating as opposed to ordering improving employees performances getting your message across understanding ethics and office policies team building and collaboration and much more Tips and advice for new and experienced managers All new chapters on employee encouragement and corporate social responsibility Guidance on managing employees by leveraging the power of the Internet Managing in today's lightning speed business world requires

that you have the latest information and techniques for getting the job done Managing For Dummies 3rd Edition provides you with straightforward advice and up to the minute strategies for dealing with anything that comes your way **Managing Group Risk Attitude** Ruth Murray-Webster,David Hillson,2016-05-13 This book builds on the authors previous title Understanding and Managing Risk Attitude but this time looks exclusively at the challenges of understanding and managing those attitudes adopted by groups of people when faced with making decisions that they perceive as risky and important The book makes the link between risk management and decision making explicit building on existing work from the economic and risk psychology schools but taking a pragmatic practitioner focused approach that is relevant to all decision making groups in any situation The insights in Managing Group Risk Attitude are derived from the authors own applied research Details of the research methods and findings are included in the book in support of a practical model and steps to manage risk attitude using applied emotional literacy Ruth Murray Webster and David Hillson have written a practical book for all decision makers supported by actual research by practitioners and underpinned by the seminal research of leading academics

Managing and Leading Organizational Change Mark Hughes,2018-10-10 Organizational change impacts upon all organizations regardless of size and sector In this unique organizational change textbook important ongoing debates about managing change and leading change are combined giving a broader perspective that encourages readers to engage with both management and leadership In combination management and leadership insights inform how organizations are changing and how we can make a positive difference in such processes of change Managing and Leading Organizational Change speaks both to the applied and practical aspects of organizational change as well as questioning the research and evidence base of organizational change practices Chapters begin with real world insights followed by coverage of the major theories The ongoing nature of these debates is signposted through the inclusion of questioning sections with research case studies showcased This textbook will be particularly beneficial for final year undergraduates and postgraduates studying organizational change strategic change change management and change leadership modules **Managing Ambiguity** Čarna Brković,2017-07-01 Why do people turn to personal connections to get things done Exploring the role of favors in social welfare systems in postwar postsocialist Bosnia and Herzegovina this volume provides a new theoretical angle on links between ambiguity and power It demonstrates that favors were not an instrumental tactic of survival nor a way to reproduce oneself as a moral person Instead favors enabled the insertion of personal compassion into the heart of the organization of welfare Managing Ambiguity follows how neoliberal insistence on local community flexibility and self responsibility was translated into clientelist modes of relating and back and how this fostered a specific mode of power **Proceedings of the XIV INTERNATIONAL SYMPOSIUM SYMORG 2014** Aleksandar Marković,Sladana Barjaktarović Rakočević,2014-06-05

Pratt's Long-Term Care: Managing Across the Continuum Steven Chies,2020-10-01 Covering the full spectrum of long term care Pratt s Long Term Care Managing Across the Continuum Fifth Edition is an ideal introduction to management

in this dynamic industry Concise yet complete it begins with a look at recent changes in long term care and health care reform before examining the various long term care providers and their interaction with competition payment systems quality and ethical issues It moves on to explore managing in the long term care system looking at administration leadership culture change technology and community relations and concludes with a look at future trends and managing continuing change The Fifth Edition is a comprehensive revision reflecting new Federal Requirements of Participation from CMS for skilled nursing facilities and changes the Medicare fee for service payment system PDPM It also addresses the Affordable Care Act and its impact on long term care as well as the growth of technology in care and more *Managing Health Services* Goodwin, Nick, Gruen, Reinhold, Iles, Valerie, 2005-12-01 Health care systems are highly complex and dynamic Different systems around the world vary in the way services are managed yet regardless of these differences the need for effective managers and managerial leaders is essential in allowing organizations or professionals to achieve specific goals This book provides an understanding of the concepts of management managerial leadership and governance within health care systems It provides a thorough introduction to and conceptual framework for the analysis of health systems management and goes on to examine fundamental management tasks including Managing income and finances Managing people Managing strategy and change Managing results Managing Relationships at Work Institute of Leadership & Management, 2007-06-01 With forty well structured and easy to follow topics to choose from each workbook has a wide range of case studies questions and activities to meet both an individual or organization s training needs Whether studying for an ILM qualification or looking to enhance the skills of your employees Super Series provides essential solutions frameworks and techniques to support management and leadership development The Literary churchman , 1882

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Managing Power And People Introduction

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


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