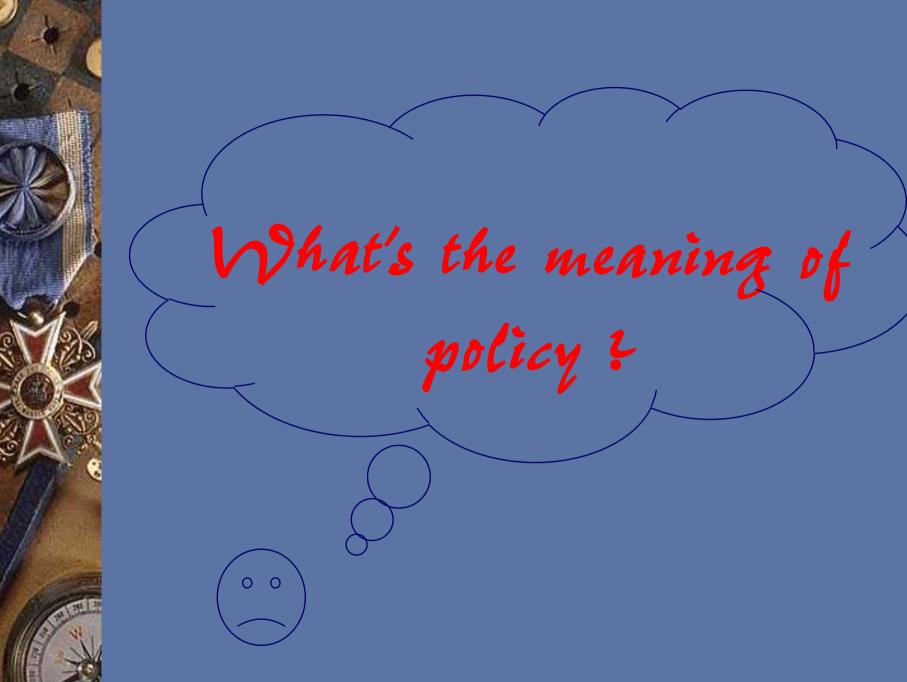




Key words:

- **★**Interests
- **★**Conflict
- **★**Power
- ★Government system
- **★**Political system
- **★**...







Organization as systems of government

◆Bureaucratic organization = Democratic society

◆ Technocratic organization = Capitalist society



Organization as systems of political activity





- Technocracy
- ◆Democracy





Analyzing Interests





Analyzing Interests





Understanding conflict



Exploring Power

- Power is the medium through which conflicts of interest Are ultimately resolved.
- Power influences who gets what, when, and how.



- * FORMAL AUTHORITY
- * CONTROL OF SCARCE RESOURCE
- USE OF ORGANIZATIONAL STRUCTURE, RULES, AND REGULATIONS



- CONTROL OF DECISION PROCESSES
- CONTROL OF KNOWLEDGE AND INFORMATION
- · CONTROL OF BOUNDERIES



- * ABILITY TO COPE WITH UNCERTAINTY
- · CONTROL OF TECHNOLGY
- INTERPERSONAL ALLIANCES, NETWORKS, AND CONTROL OF "INFORMAL ORGANIZATION"



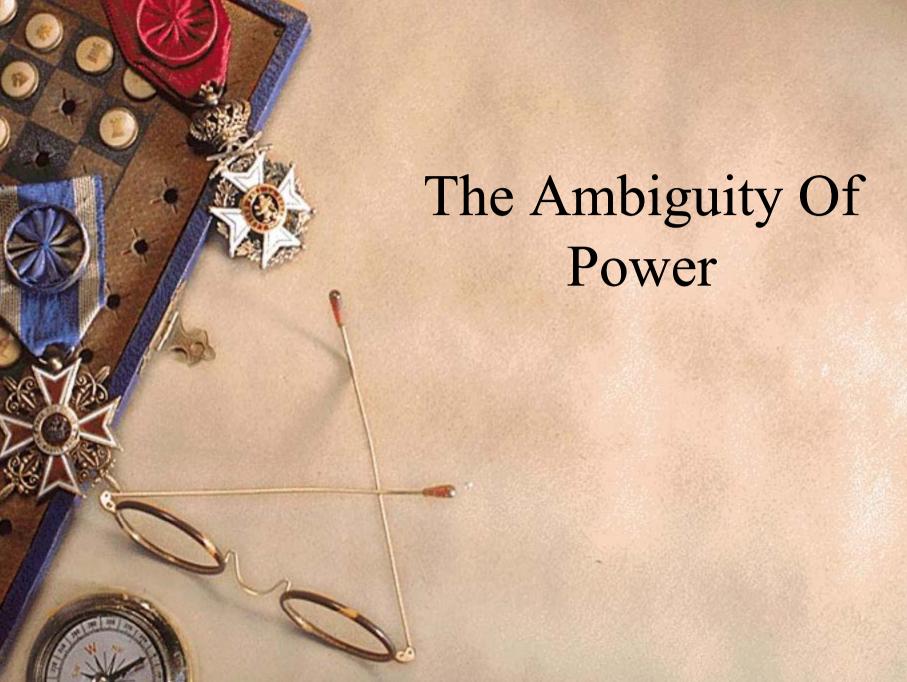
- COUNTERORGANIZATIONS
- SYMBOLISM AND THE MANAGEMENT OF MEANING
- GENDER AND THE

 MANAGEMENT OF GENDER

 RELATIONS



- STRUCTURAL FACTORS THAT DEFINE THE STAGE OF ACTION
- THE POWER ONE ALREDY HAS





Management pluralist organization

- Unitary
- Pluralist
- Radical



The **five styles** can be characterized in term of the following kinds of behavior:

- Avoiding \(\square \) Ignoring conflict and hoping that they'll go away.
 - ✓ Putting problem under consideration or on hold.
 - ✓ Invoking slow procedures to stifle the conflict.
 - ✓ Use of secrecy to avoid confrontation.
 - ✓ Appeal to bureaucratic rules as a source of conflict resolution.



The **five styles** can be characterized in term of the following kinds of behavior:

> Compromise

- ✓ Negotiation.
- ✓ Looking for deals and trade-offs.
- ✓ Finding satisfactory or acceptable solutions.

> Accommodation

- ✓ Giving way
- ✓ Submission and compliance



The **five styles** can be characterized in term of the following kinds of behavior:

Collaboration

- ✓ problem-solving stance.
- ✓ Confronting differences and sharing ideas and information.
- ✓ Search for integrative solutions.
- ✓ Finding situations where all can win.
- ✓ Seeing problem and conflicts as challenging.



- When quick ,decisive action is vitale.g,emergencies.
- On important issues where unpopular action need implementing-e.g,cost cutting,enforcing unpopular rules,discipline.
- On issues vital to company welfare when you know you're right.
- Against people who take advantage of noncompetitive behavior.



- To find an integrative solution when both sets of concerns are too important to be compromised.
- When your objective is to learn.
- To merge insights from people with different perspectives.
- To gain commitment by incorporating concerns into a consensus.
- To work through feeling which a relationship.



- When goals are important, but not worth the effort or potential disruption of more assertive modes.
- When opponents whit equal power are committed to mutually exclusive goals.
- To achieve temporary settlements to complex issues.
- To arrive at expedient solutions under time pressure.
- As a backup when collaboration or competition is unsuccessful.



- When an issue is trivial, or more important issues are pressing.
- When you perceive no chance of satisfying your concerns.
- When potential disruption outweighs the benefits of resolution.
- To let people cool down and regain perspective.
- When gathering information supersedes immediate decision.
- When others can resolve the conflict more effectively.
- When issues seem tangential or symptomatic of other issues.



accommodating

- When you find you are wrong to allow a better position to be heard, to learn ,and to show your reasonableness.
- When issues are more important to others than to yourself to satisfy others and maintain cooperation.
- To build social credits for later issues.
- To minimize loss when you are outmatched and losing.
- When harmony and stability are especially important.
- To allow subordinates to develop by learning from mistakes.





Strengths of the political metaphor

- The political metaphor encourages us to see how all organizational activity in interest-based.
- The idea of rationality is as much a resource to be used in organizational politics as a descriptive term describing the aims of organization.
- Organizations are the functionality integrated systems.

Limitations of the political metaphor

When we understand organizations as political systems we are more likely to behave politically in relation to what we see.