
Session 8

Power, Authority and Influence

Status

What is the perceived concept?

1. All people are concerned with it

a. involves recognition with it

b. closely related to system of communication

c. Status - specialization go together

Ex) Driver in old days

Pilot in these days

Astronaut - very recently

Status

2. Status is needed in system involving

a. communication

b. specialization

- received status because of it : ethical perspective

- other people require : accountants

- protect the person : physicians

c. authority : difference b/w MS, Ph.D, professors

Status

3. Method by which people acquire status.

a. functional system - Ph D. etc

1) by means of function they perform

2) similar to the idea of specialization

3) It is the only way that people can work perfectly

Ex) minimize conflict guarantee communication

4) very important in the society

Status

3. Method by which people acquire status.

b. scalar system

- imparted because of the job one is doing at the present position and time**

Ex) general manager

- functional system gives one the opportunity to enter the place in scalar system at a higher level**
- position affects status**
- cannot descend hierarchy? → retirement**

Status

4. General tendency

- if one status is attained, people try to take it out to society

(i.e. outside of the organization)

5. Status symbols

a. ceremony of induction (graduation)

b. insignia

c. titles

d. badge of office

e. supporting function (chauffer, secretary)

Status

6. How do you establish status?

a. Society determines the system of a particular activity based on

- importance of activity
- how many people can do it?

b. Status function

= f (importance of job) X f (number of people available)

Status

6. How do you establish status?

ex)

Ph D. - they kick out many qualified people so that fewer people can get it- endurance for minimum 3 years

Doctor - the job is made difficult so as to allow fewer people

Astronaut - risk is very high severe restriction qualification

Status

7. Status function

a. distorts evaluation

b. restricts circulation - cf. f-frequency switching?

c. distorts distributive justice - cf. a.

d. exhausts symbolic function - high status, high expectation

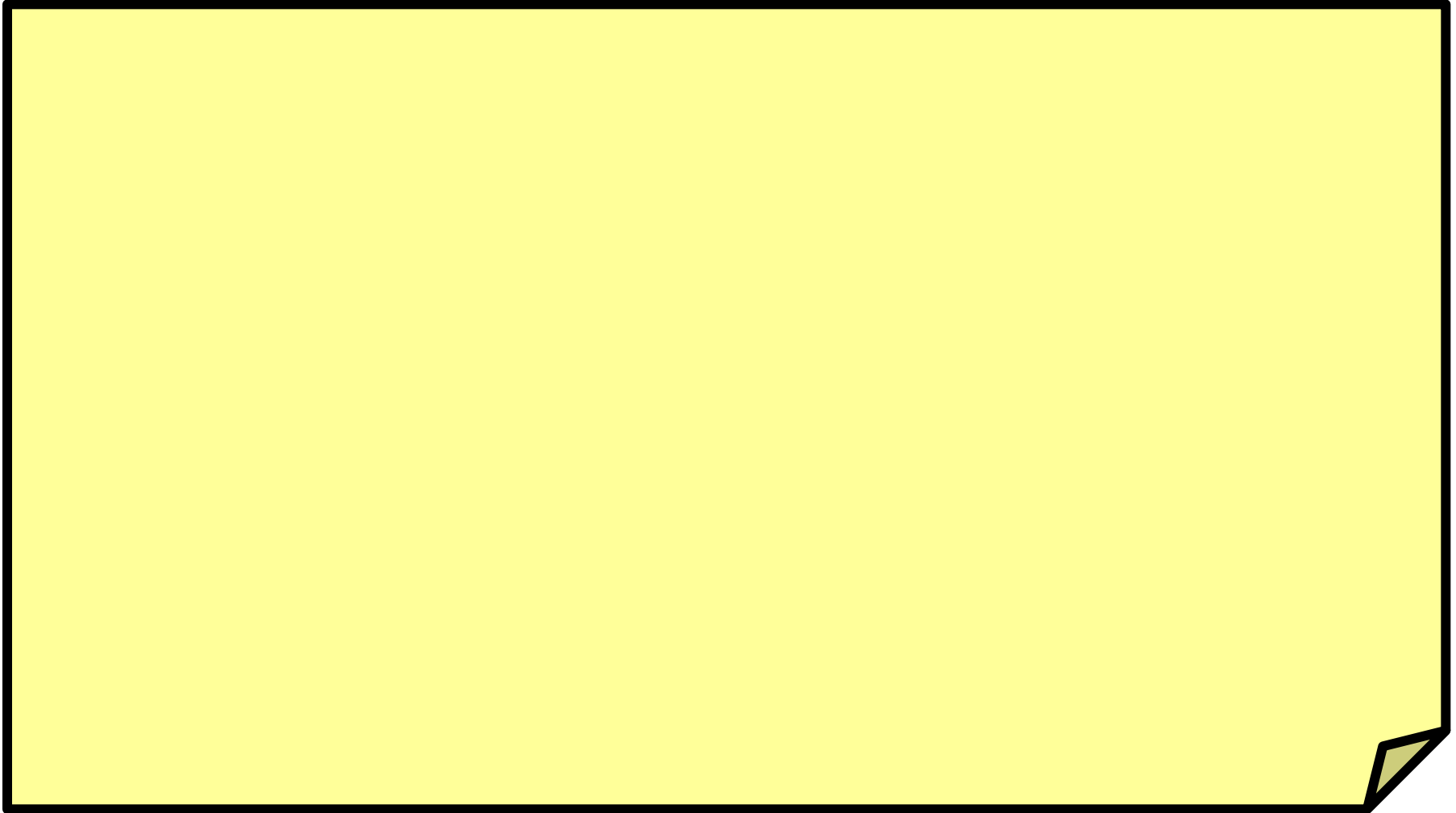
e. limits adaptability - ex) doctor

f. Doesn't give status who can't handle it

g. is essential - why?

h. lacks of well trained replacement - bad aspects

Session 8 Summary



Session 9

Power, Authority and Influence

Role of Authority

1. Definition - fill in

- a. Behavioral - anyone is an authority when he controls the behavior of others
- b. Transient - not well understood, may be related to his position
- c. Scalar - transient? Division of authority through the ranks.

Role of Authority

2. Authority & Influence

- a. Authority - subordinates decision process comes**
- b. Influence - does not give up decision process but
biased**
- c. Implied authority - direct use of authority
procedure negative aspects**

Roy says "Active information implies authority."

Role of Authority

3. Zone of acceptance

- a. a function of the social condition at the time the order is given
- b. psychology of individual
 - ex) secretary after office hour
- c. professional outlook
 - general training
 - professional training
- d. cultural background
- e. election (period) may narrow the zone

Role of Authority

3. Zone of acceptance

f. risk - if higher hierarchy exhaust authority, zone of acceptance gets narrow

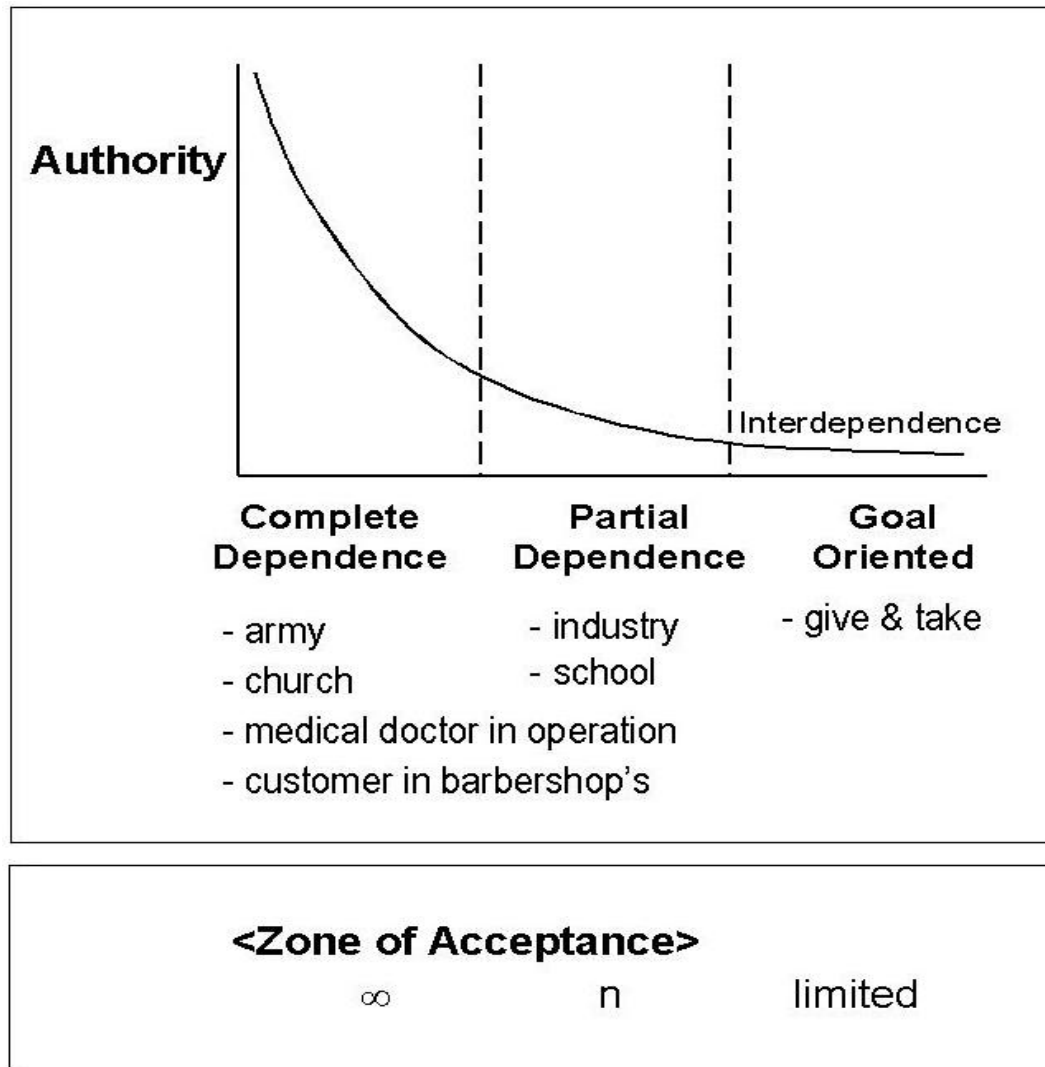
g. modifications occurs by

- information**
- act of authority**

h. weak loyalty - ex) Korean war - PW Comp.

- education**
- application of psychology - brainstorming**
- number of organization revolution**
- not enough emphasis on training**

Role of Authority



Session 9 Summary

