**Chapter 8: Power and Social Influence**

**Multiple Choice**

1. When a group influences its members through implied or actual group pressure, it is called:

a. Suggestibility

\*b. Conformity

c. Obedience

d. Minority influence

e. Assertiveness

Learning Objective: 8-1

Cognitive Domain: Knowledge

Answer Location: Conformity  
Question Type: MC

2. What are the two main reasons for the effects of social influence?

a. Power and conformity

b. Conformity and obedience

\*c. Normative and informational influence

d. Obedience and normative influence

Learning Objective: 8-1

Cognitive Domain: Knowledge

Answer Location: Definitions of Power and Social Influence  
Question Type: MC

3. Asch’s (1955) study showed:

\*a. Even when group pressure is not direct, people may make bad judgments.

b. People are obedient to authority figures.

c. Power is more influential than rewards.

d. Conformity is not affected by group size.

Learning Objective: 8-1

Cognitive Domain: Comprehension

Answer Location: Conformity  
Question Type: MC

4. In Milgram’s (1974) study, participants:

a. Were mostly reluctant to deliver electric shocks when the learner was a child

b. Incorrectly judged the length of a line when pressured by others

c. Delivered electric shocks to innocent strangers when commanded by their peers

\*d. Were more obedient to a physically present authority figure

Learning Objective: 8-1

Cognitive Domain: Comprehension

Answer Location: Obedience  
Question Type: MC

5. The most important finding of Milgram’s (1974) study is that:

\*a. Obedience occurred even when authority had no reward or punitive power.

b. Conformity is due to two influential processes.

c. Obedience occurs only when authority can punish.

d. Power may be abused by those with status.

Learning Objective: 8-1

Cognitive Domain: Knowledge

Answer Location: Obedience  
Question Type: MC

6. Personal or soft power includes all of following EXCEPT:

a. Expert power

b. Referent power

c. Information power

\*d. Reward power

Learning Objective: 8-2

Cognitive Domain: Knowledge

Answer Location: Bases of Power   
Question Type: MC

7. Power that is based on one’s liking or admiration for a person is known as \_\_\_\_\_\_\_ power.

a. Expert

b. Legitimate

\*c. Referent

d. Positional

Learning Objective: 8-2

Cognitive Domain: Knowledge

Answer Location: Bases of Power  
Question Type: MC

8. When selecting a(n) \_\_\_\_\_\_\_ tactic, it is important to know the organizational status of the target and the reason for the tactic.

\*a. Influence

b. Growth Support

c. Obedience

d. Power

Learning Objective: 8-3

Cognitive Domain: Comprehension

Answer Location: Influence Tactics   
Question Type: MC

9. The more power a person has, the more likely he/she will:

a. Try to avoid using their power

b. View the less powerful as worthy of respect

\*c. Believe they have control over others

d. Try to be socially close with others

Learning Objective: 8-4

Cognitive Domain: Comprehension

Answer Location: Status and the Corrupting Effect of Power  
Question Type: MC

10. Compared to equal-status teams, teams with unequal amounts of power or status tend to:

a. Have more communication

\*b. Have more autocratic decision making

c. Have a more even distribution of communication among members

d. Have more trust

Learning Objective: 8-5

Cognitive Domain: Knowledge

Answer Location: Unequal Power in a Team  
Question Type: MC

11. A minority in a team can become influential by all of the following EXCEPT:

a. Being consistent and sticking to their position

b. Displaying self-confidence in their position

c. Appearing autonomous and free to make their own choices

\*d. Demonstrating flexibility and willingness to compromise

Learning Objective: 8-6

Cognitive Domain: Analysis

Answer Location: Minority Influence

Question Type: MC

12. Kipnis (1976) documents a cycle of power that shows:

a. The positive effect of power on organizations

\*b. The corrupting nature of power

c. Diminishing power for those who have power

d. An equalizing of power in virtual teams

Learning Objective: 8-4

Cognitive Domain: Knowledge

Answer Location: Status and the Corrupting Effect of Power

Question Type: MC

13. The process of giving employees power and control over their work is called:

\*a. Empowerment

b. Minority influence

c. Anti-obedience

d. Consultative power

Learning Objective: 8-7

Cognitive Domain: Knowledge

Answer Location: Empowerment

Question Type: MC

14. Organizations sometimes encounter problems when trying to empower teams because:

a. Team members do not want to be empowered.

\*b. Supervisors and middle managers resist empowerment programs.

c. Empowered teams are rarely successful.

d. Empowerment has not been shown to have benefits.

Learning Objective: 8-8

Cognitive Domain: Knowledge

Answer Location: Empowerment

Question Type: MC

15. The success of empowerment programs depends on an organization’s willingness to:

a. Remove all power from top management

b. Dismantle teams so that individuals have more responsibility

\*c. Share information with its employees

d. Reward its employees for increased responsibilities

Learning Objective: 8-8

Cognitive Domain: Analysis

Answer Location: Empowerment

Question Type: MC

16. What factor has encouraged the trend of empowerment?

\*a. Organizational downsizing

b. Globalization

c. The shift toward teamwork

d. Technology

Learning Objective: 8-7

Cognitive Domain: Knowledge

Answer Location: Empowerment

Question Type: MC

17. What is the minimum requirement for an empowerment program?

a. Allowing employees to hire their future co-workers

b. Giving employees reward power

\*c. Sharing information

d. Control over work processes

Learning Objective: 8-8

Cognitive Domain: Knowledge

Answer Location: Degrees of Empowerment Programs

Question Type: MC

18. What factor enhances team empowerment?

\*a. Including managers in creating the programs

b. Organizational centralization

c. Limiting the formality of empowerment programs.

d. Quick roll-out of empowerment programs

Learning Objective: 8-8

Cognitive Domain: Analysis

Answer Location: Successful Empowerment Programs

Question Type: MC

19. Which of the power styles is forceful, critical, and negative?

a. Passive

\*b. Aggressive

c. Assertive

d. Controlling

Learning Objective: 8-9

Cognitive Domain: Knowledge

Answer Location: Application: Acting Assertively

Question Type: MC

20. When a team member acts assertively, \_\_\_\_\_\_\_\_\_\_\_\_.

a. Other team members often respond with resentment and confusion.

b. Other members are likely to withdraw.

\*c. He/she will take a problem-solving approach to issues.

d. He/she should then act deferentially to compensate for being forceful.

Learning Objective: 8-9

Cognitive Domain: Knowledge

Answer Location: Application: Acting Assertively

Question Type: MC

**True/False**

1. Normative conformity occurs when individual wants to be accepted by the group.

\*a. True

b. False

Learning Objective: 8-1

Cognitive Domain: Knowledge

Answer location: Conformity

Question Type: TF

2. The use of positional sources of power is often more effective than the use of personal sources of power.

a. True

\*b. False

Learning Objective: 8-2

Cognitive Domain: Comprehension

Answer location: Bases of Power

Question Type: TF

3. Power that is based on one’s liking or admiration for a person is known as legitimate power.

a. True

\*b. False

Learning Objective: 8-2

Cognitive Domain: Knowledge

Answer location: Bases of Power

Question Type: TF

4. A minority in a group can never influence the group majority.

a. True

\*b. False

Learning Objective: 8-6

Cognitive Domain: Knowledge

Answer location: Minority Influence

Question Type: TF

5. Studies by Kipness showed that power corrupts in business organizations and in families.

\*a. True

b. False

Learning Objective: 8-4

Cognitive Domain: Knowledge

Answer location: Status and the Corrupting Effect of Power

Question Type: TF

6. The biggest obstacle to empowerment programs is resistance from employees.

a. True

\*b. False

Learning Objective: 8-7

Cognitive Domain: Knowledge

Answer location: Empowerment

Question Type: TF

7. All empowerment programs are created equal.

a. True

\*b. False

Learning Objective: 8-7

Cognitive Domain: Comprehension

Answer location: Degrees of Empowerment Programs

Question Type: TF

8. Group Support Systems tools can address power imbalances in virtual teams.

a. True

\*b. False

Learning Objective: 8-5

Cognitive Domain: Knowledge

Answer location: Leading Virtual Teams: Ensuring Dissenting Voices are Heard and Empowering the Team

Question Type: TF

**Short Answer/ Essay**

1. Compare and contrast normative and information influence.

\*a. Normative influence is change based on the desire to meet expectations of others and to be liked/accepted by them; informational influence is change based upon accepting information from others.

Learning Objective: 8-1

Cognitive Domain: Knowledge

Answer location: Definitions of Power and Social Influence

Question Type: ESS

2. Compare and contrast personal/soft power with positional power. Which is more effective?

\*a. Personal or soft power comes from an individual’s characteristics or personality and includes expert, referent, and information power. Positional power is based on an individual’s formal position in an organization. The use of personal sources of power is often more effective because people being influenced often resist positional power and are less satisfied with its use.

Learning Objective: 8-2

Cognitive Domain: Analysis

Answer location: Bases of Power

Question Type: ESS

3. What is empowerment? What problems does an organization encounter when trying to empower teams? What should an organization do to increase the possibility of success in creating empowerment programs?

\*a. Empowerment in a workplace refers to the process of giving employees more power and control over their work. It is the shifting of power and authority from managers to employees and teams. Main problems are resistance from managers and stress upon managers who are used to the command and control style. To increase the possibility of success, organizations should include managers in designing the empowerment program, as well as share information with employees.

Learning Objective: 8-7 and 8-8

Cognitive Domain: Application

Answer location: Empowerment

Question Type: ESS

4. What are the three power styles and how do they affect a team and its members?

\*a. Passive, assertive, and aggressive. Passive style does not work well as individuals using this style often feel stressed and resentful, as they do not get what they want. The aggressive style is often rewarded, though it can result in resentment or withdrawal from receivers. Although the assertive style does not always result in success, the individuals using this style is more satisfied and encourages trust from others.

Learning Objective: 8-9

Cognitive Domain: Analysis

Answer location: Power Styles

Question Type: ESS