


**Organizational Design Change and Transformation**  
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**Indian Institute of Technology, Kharagpur**

**Module - 06**  
**Lecture - 28**  
**Managing Conflict, Power, and Politics**

[FL], we will be continuing with our discussion on conflict power and politics in our course, Organization, Design, Change and Transformation. This is module 6, lecture 3.

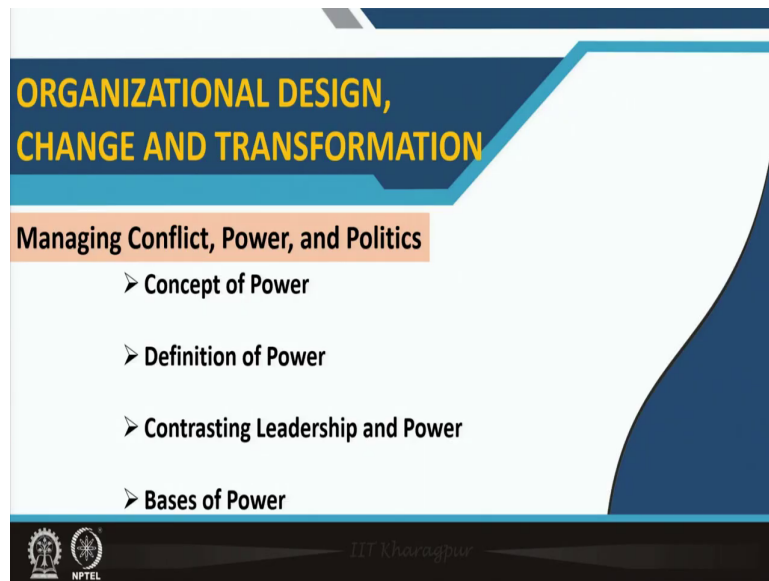
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The slide features a blue header with the IIT Kharagpur logo and the text 'NPTEL ONLINE CERTIFICATION COURSES'. Below this, the course title 'ORGANIZATIONAL DESIGN, CHANGE AND TRANSFORMATION' is displayed in a large, bold font. The instructor's name, 'DR. SANGEETA SAHNEY, PROFESSOR, VGSOM, IIT KHARAGPUR', is listed below the title. The slide is divided into 'Module 6' and 'Lecture 3'. An illustration shows two business figures in suits, one pushing a red arrow towards the other who is pushing a green arrow away, symbolizing conflict or negotiation. At the bottom, a yellow box contains a detailed list of topics: 'Concept of Conflict; Transitions in conflict thought; Functional and dysfunctional conflict; Relationship, task and process conflict; Types of conflict; Conflict process; Conflict Management; Negotiation; Concept of power; Definition of power; Contrasting leadership and power; Bases of power; Power tactics; Political behaviour; Factors leading to political behaviour; Outcomes of political behaviour on employees; Political strategies for power acquisition, Impression management.'

In the previous lecture, we spoken about conflict, conflict management and negotiation. Today, and the subsequent two lectures this week, we shall be speaking about power and politics.


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**ORGANIZATIONAL DESIGN,  
CHANGE AND TRANSFORMATION**

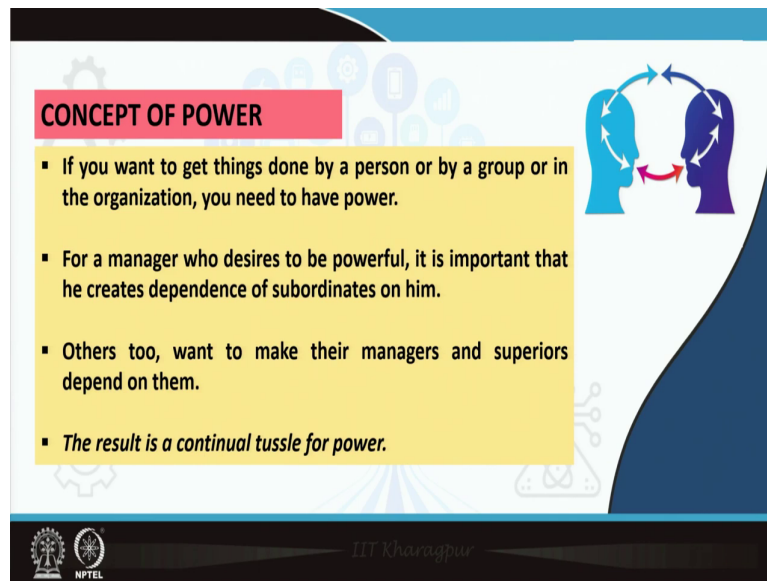
**Managing Conflict, Power, and Politics**

- Concept of Power
- Definition of Power
- Contrasting Leadership and Power
- Bases of Power

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**CONCEPT OF POWER**

- If you want to get things done by a person or by a group or in the organization, you need to have power.
- For a manager who desires to be powerful, it is important that he creates dependence of subordinates on him.
- Others too, want to make their managers and superiors depend on them.
- *The result is a continual tussle for power.*

The slide features a background with faint icons of gears and a network. On the right, there is an illustration of two stylized human profiles facing each other, with blue and red arrows indicating a reciprocal relationship or conflict. The bottom of the slide contains the logos of IIT Kharagpur and NPTEL.

In today's lecture, we will be speaking about the concept of power, the definition of power, we will contrast leadership and power and we will also be discussing the basis of power. Now, if a if you want to get things done by anybody, if you want to get things done by an individual or by a group or if you want to get things done in an organization, you need to have power and for a person who desires to be powerful, it is important that he creates some kind of a dependence on him.

So, for a manager who desires to be powerful, it is important that he creates dependence of the subordinates on him. Others to want to make their managers and superiors dependent on them. So, this is a continuous tussle. The manager wants his subordinates to be dependent on him. The subordinates want the managers to be dependent on him. So, this is a continuous tussle which happens for power.

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➤ **The 'Positives' of Power**

- Improves the quality of decisions.
- Facilitates change and organizational development.
- Stimulates creativity and leads to new organizational goals.

➤ **The 'Negatives' of Power**

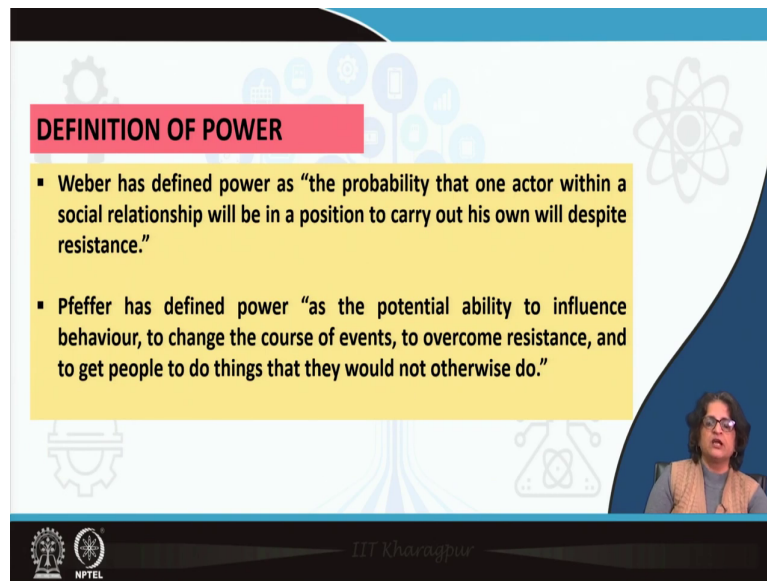
- Power may be used for personal advantage and self-interest, and this has a negative impact on other people and the organization.

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Now, there are certain positives of power and there are certain negatives of power. When we talk of power, the positives of power, we talk of that power helps improve the quality of decisions, it facilitates change in organization, it leads to organizational development, it stimulates creativity, it leads to new organizational goals. But power also has certain negatives.

Power may be for used for self-interest, it may be used for one's personal advantage and this can have a negative impact on the person and on the organization.

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**DEFINITION OF POWER**

- Weber has defined power as “the probability that one actor within a social relationship will be in a position to carry out his own will despite resistance.”
- Pfeffer has defined power “as the potential ability to influence behaviour, to change the course of events, to overcome resistance, and to get people to do things that they would not otherwise do.”

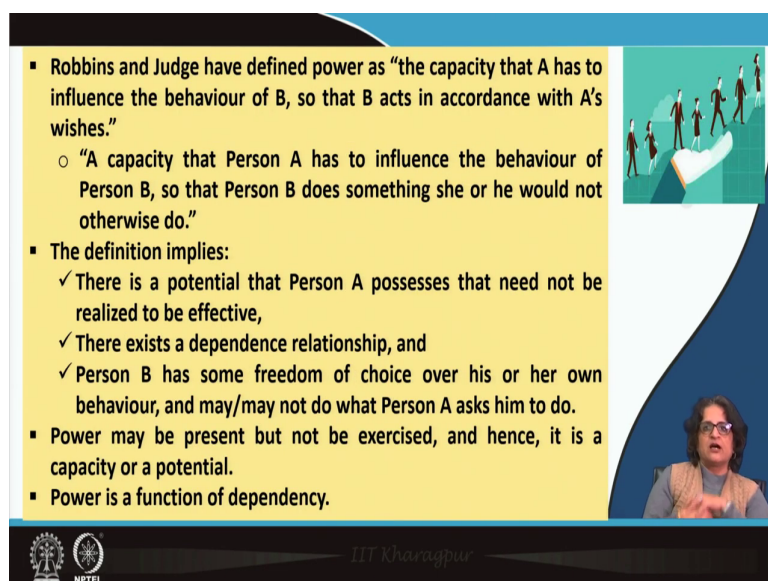
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Now, what is power? So, Weber has defined power as the probability that one actor within a social relationship will be in a position to carry out his own will despite resistance. Pfeffer has defined it “as the potential ability to influence behaviour, to change the course of events, to overcome resistance, and to get to get people to do things that they would not do otherwise”.

So, if you look at it and if we elaborate a little more on this, we see that you know what can be concluded from these definitions is that you know there is somebody who has power and he is able to make the other people do certain things which other people would not have otherwise done.

So, there is this potential ability to influence other people's behaviour and there is there is also you know resistance which could develop or which could you know creep in.

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- Robbins and Judge have defined power as “the capacity that A has to influence the behaviour of B, so that B acts in accordance with A’s wishes.”
  - “A capacity that Person A has to influence the behaviour of Person B, so that Person B does something she or he would not otherwise do.”
- The definition implies:
  - ✓ There is a potential that Person A possesses that need not be realized to be effective,
  - ✓ There exists a dependence relationship, and
  - ✓ Person B has some freedom of choice over his or her own behaviour, and may/may not do what Person A asks him to do.
- Power may be present but not be exercised, and hence, it is a capacity or a potential.
- Power is a function of dependency.

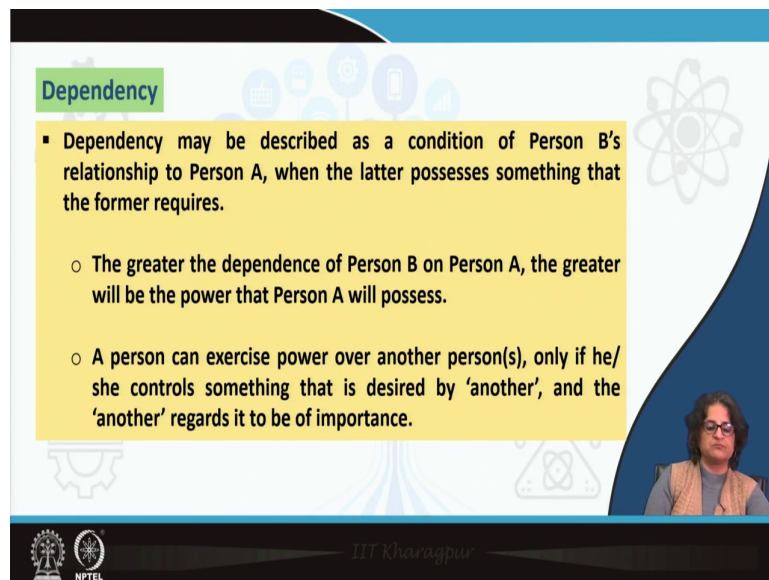
So, moving beyond, you know we see that Robbins and Judge have defined power as the capacity that A has to influence the behaviour of B. So, that B acts in accordance with A's wishes. I repeat the capacity that A has to influence the behaviour of B. So, that B acts in accordance with A's wishes. So, if we define power, we say a capacity that person A has to influence the behaviour of person B. So, that B person B does something which he or she would not have done otherwise.

So, what does this definition imply? The first thing that it implies is that it that there is a potential, a potential that person A possesses that need not be realized to be effective ok. So, there is a potential. Second is that there exists a dependency relationship. Person B would be doing something which A asks him to do only because B is dependent on A for something.

So, there exists a dependence relationship and the third thing which we can conclude is, that person B has some freedom of choice over his or her behaviour. He may or may not do what he is being asked to do by person A. So, what it implies is that there is a potential ok that person A possesses, there is a dependence relationship between B and A and the person B has some freedom of choice over his or her behaviour.

So, power may be present, but may not be exercised and hence it is a capacity or it is a potential and power is a function of dependency.

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**Dependency**

- Dependency may be described as a condition of Person B's relationship to Person A, when the latter possesses something that the former requires.
  - The greater the dependence of Person B on Person A, the greater will be the power that Person A will possess.
  - A person can exercise power over another person(s), only if he/she controls something that is desired by 'another', and the 'another' regards it to be of importance.

The slide features a blue and white background with various icons (gears, a person, a lightbulb) and a video inset of a woman in the bottom right corner. The NPTEL logo is visible in the bottom left corner.

Now, when we talk of dependency, dependency may be is described as a condition of B's relationship to A because A possesses something which B wants ok. So, dependence may be

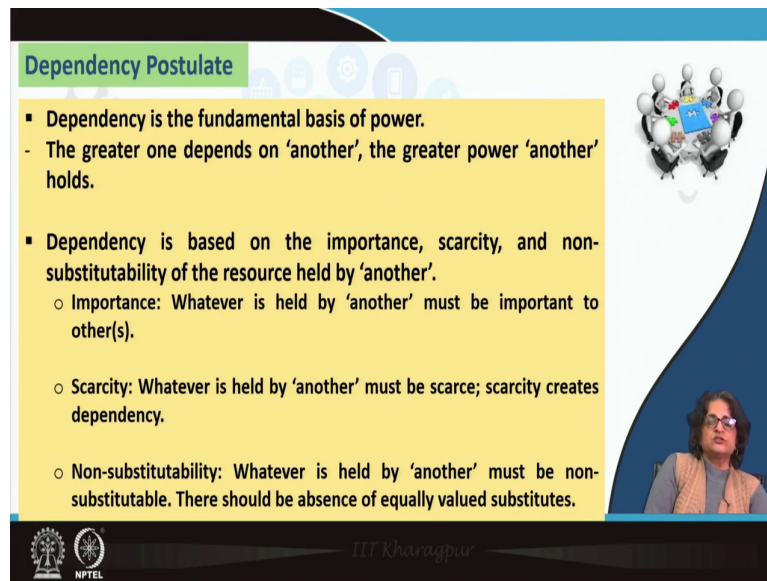
described as a condition of person B's relationship to A because A possesses something which B wants, A if the latter which is A possesses something which the former which is B wants.

So, the greater the dependence of person B on person A, the greater will be the power that A will possess ok. So, person B depends on person A and because he depends the because person B depends on person A, person A holds some power ok. So, the greater the dependence of person B on A, the greater will be the power that A possesses and a person can exercise power over another person or other persons only if he or she is in control of something which the other person desires and other person regards to be of importance.

So, the dependency here may be described as this condition of person B's relationship to A because A possesses something which B requires. The greater the dependence of B on A, the greater will be the power of A and A will be able to exercise power on B only because A possesses something which is of value to B, it is desired by B and it is regarded to be important for B.



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**Dependency Postulate**

- Dependency is the fundamental basis of power.
  - The greater one depends on 'another', the greater power 'another' holds.
- Dependency is based on the importance, scarcity, and non-substitutability of the resource held by 'another'.
  - Importance: Whatever is held by 'another' must be important to other(s).
  - Scarcity: Whatever is held by 'another' must be scarce; scarcity creates dependency.
  - Non-substitutability: Whatever is held by 'another' must be non-substitutable. There should be absence of equally valued substitutes.

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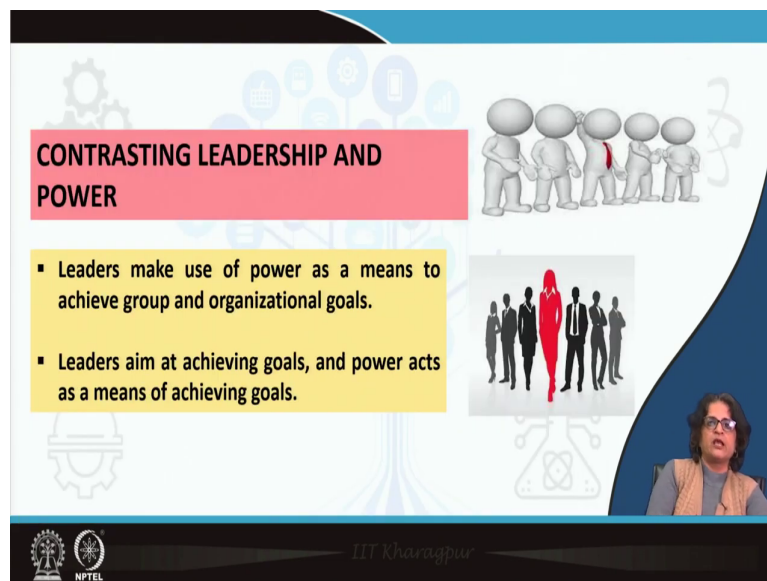
So, this is the dependency postulate, dependency is the fundamental basis of power. The greater one depends on another, the greater the power another holds. So, the greater a person depends on another person, the greater is the power that he holds and dependence is based on the importance of the resource, the scarcity of the resource and the non-substitutability of the resource held by the other person.

So, B will be dependent on A only if A possesses something which is important for B, only if A possesses something which is scarce and only if A possesses something which is non-substitutable. So, dependence is based on the importance scarcity and non-substitutability, B will be dependent on A because A holds something which is important, whatever is being held by A is scarce and is non-substitutable ok.

So, importance here means whatever is held by A is important to be, whatever is held by A is scarce because it is scarce, it creates dependency and whatever is being held by A must be non-substitutable, it cannot be substituted, there should be an absence of equally valued substitutes.

So, B depends on A because A has something which is important for B, whatever A possesses is scarce and whatever A possesses is non-substitutable and when A possesses something which is important scarce and non-substitutable, B becomes dependent on him or her. So, A holds power over B because A is in possession of something which is which is considered to be of importance by B, it is scarce and it is non-substitutable that is why A is able to exercise his power over B and that is why B becomes dependent on A.

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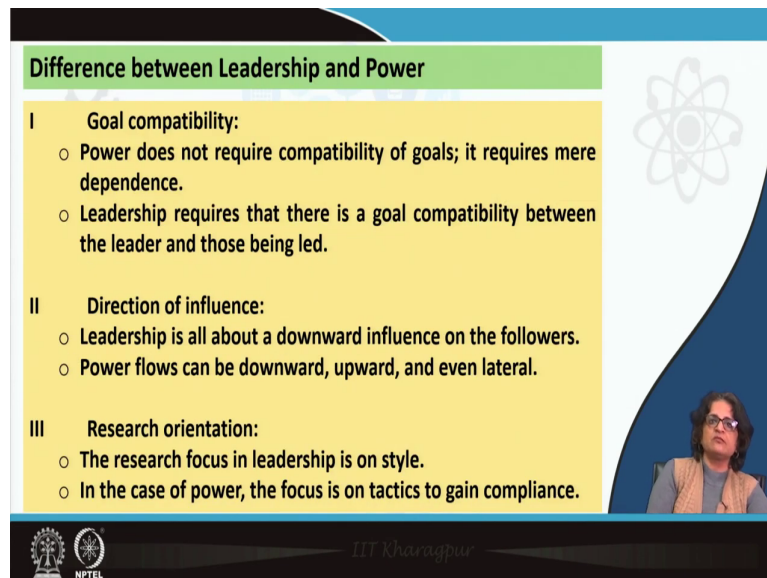
**CONTRASTING LEADERSHIP AND POWER**

- Leaders make use of power as a means to achieve group and organizational goals.
- Leaders aim at achieving goals, and power acts as a means of achieving goals.

The slide features a blue and white background with various icons like gears and a musical note. It includes two illustrations: one of five white 3D figures in a line, and another of a group of business people with one person in a red suit. A small video inset in the bottom right corner shows a woman speaking. The footer contains the IIT Kharagpur and NPTEL logos.

Let us contrast leadership and power. Leaders make use of power as a means to achieve group goals as a mean to achieve organizational goals and leaders aim at achieving goals and power acts as a means of achieving goals.

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**Difference between Leadership and Power**

**I Goal compatibility:**

- Power does not require compatibility of goals; it requires mere dependence.
- Leadership requires that there is a goal compatibility between the leader and those being led.

**II Direction of influence:**

- Leadership is all about a downward influence on the followers.
- Power flows can be downward, upward, and even lateral.

**III Research orientation:**

- The research focus in leadership is on style.
- In the case of power, the focus is on tactics to gain compliance.

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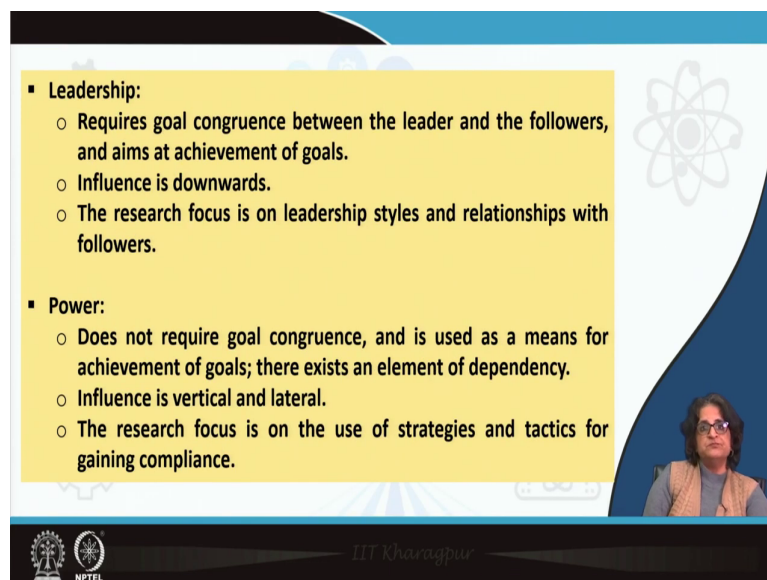
So, what is the difference between leadership and power? Leadership and power is different with respect to goal compatibility, direction of influence and research orientation. Goal compatibility: Power does not require compatibility of goals, it requires mere dependence, but leadership requires that there is a goal compatibility between the leader and the followers ok.

So, goal compatibility, when we talk of goal compatibility, power does not require compatibility of goals, it only requires mere dependence, but leadership requires that there is a goal compatibility between the leader and the follower. Second difference between leadership and power is with respect to direction of influence: Leadership is all about

downward influence on the followers, but power can flow downwards, upwards or even lateral ok.

So, the direction of influence in leadership, it is downward, but in power, flows can be downwards, can be upwards and even lateral. In research orientation in the case of leadership is on style, the research focus in leadership is on style, but the in case of power, the focus is on tactics to gain compliance.

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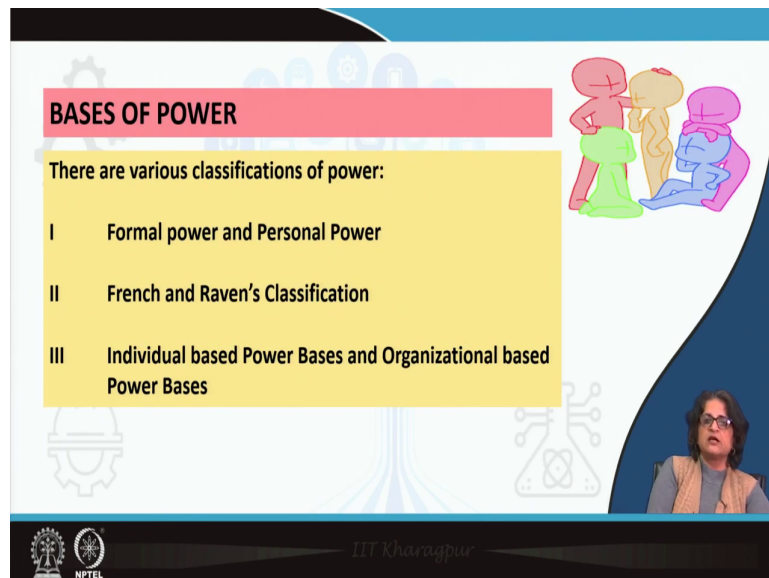


- **Leadership:**
  - Requires goal congruence between the leader and the followers, and aims at achievement of goals.
  - Influence is downwards.
  - The research focus is on leadership styles and relationships with followers.
- **Power:**
  - Does not require goal congruence, and is used as a means for achievement of goals; there exists an element of dependency.
  - Influence is vertical and lateral.
  - The research focus is on the use of strategies and tactics for gaining compliance.

So, leadership requires goal congruence between the leaders and the followers, for achievement of goals, it influences downwards, the research focus is on leadership style and relationship with the followers, but in the case of power, it does not require goal congruence, it is used as a means for achievement of goals, there exists an element of dependency.

Influence is can be vertical, can be lateral, you know in terms of vertical, it could be downwards or upwards and the research focus is on the use of strategies and tactics for gaining compliance.

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**BASES OF POWER**

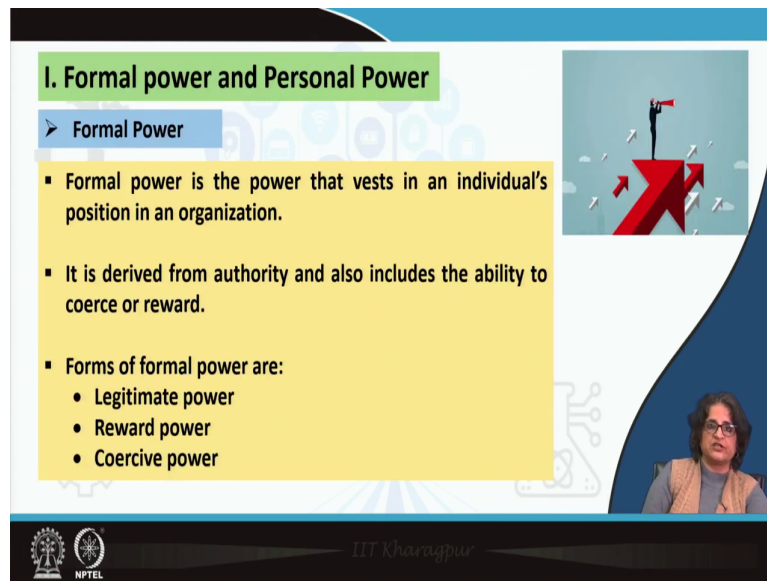
There are various classifications of power:

- I Formal power and Personal Power
- II French and Raven's Classification
- III Individual based Power Bases and Organizational based Power Bases

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Now, we come to the basis of power. Now, there are various classifications of power, we have the formal power and the personal power as one typology, we have French and Ravens classification is another and we have individual based power bases and organizational based power bases as a third broad classification.

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**I. Formal power and Personal Power**

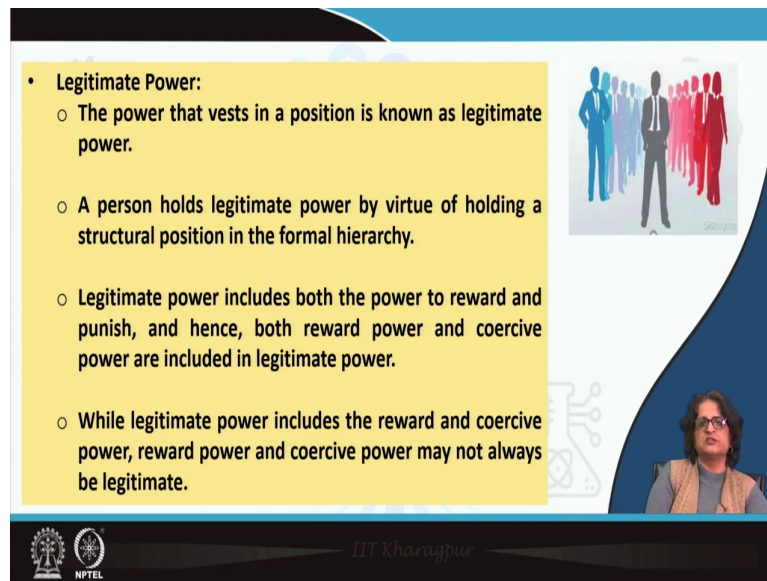
➤ **Formal Power**

- Formal power is the power that vests in an individual's position in an organization.
- It is derived from authority and also includes the ability to coerce or reward.
- Forms of formal power are:
  - Legitimate power
  - Reward power
  - Coercive power

The slide features a small image of a person standing on a large red arrow pointing upwards, symbolizing growth or achievement. The background of the slide is light blue with faint icons of a gear and a circuit board. At the bottom left, there are logos for IIT Kharagpur and NPTEL. At the bottom right, there is a small video feed of a woman speaking.

So, let us first see the formal power and the personal power. Now, formal power; the formal power is the power which vests in a person because of his position in the organization, it is actually derived from the authority and which include his power to reward and his power to punish. So, it includes the ability to reward or ability to coerce, the various forms of formal power are reward power, coercive power and legitimate power.

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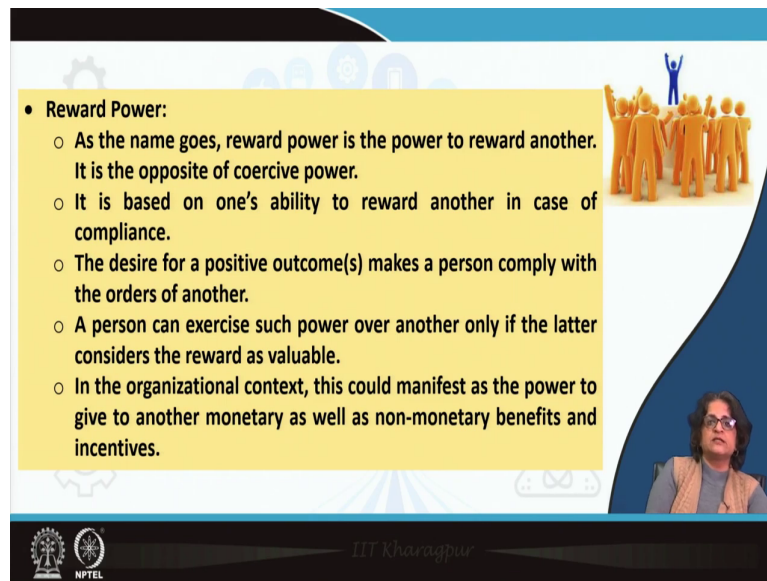
The slide features a yellow background for the text and a blue background for the speaker. On the right side, there is an illustration of a line of stylized human figures in various colors (blue, grey, red) representing a hierarchy. Below the text, a small inset shows a woman with glasses speaking. At the bottom, there are logos for IIT Kharagpur and NPTEL.

- **Legitimate Power:**
  - The power that vests in a position is known as legitimate power.
  - A person holds legitimate power by virtue of holding a structural position in the formal hierarchy.
  - Legitimate power includes both the power to reward and punish, and hence, both reward power and coercive power are included in legitimate power.
  - While legitimate power includes the reward and coercive power, reward power and coercive power may not always be legitimate.

Legitimate power as the as the term goes is power that vests in a position, the person holds legitimate power by virtue of holding a structural position in the management hierarchy and it includes both the power to reward and punish and so, both reward power and coercive power are included in legitimate power.

So, while, but it is to be noted that while legitimate power includes the reward power and coercive power, reward power and coercive power may not always be legitimate ok. A person may have the power to reward, he may have the power to punish, but he may not be holding a legitimate position, but a person who holds a legitimate position, he has the power to reward and the power to coerce.

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• **Reward Power:**

- As the name goes, reward power is the power to reward another. It is the opposite of coercive power.
- It is based on one's ability to reward another in case of compliance.
- The desire for a positive outcome(s) makes a person comply with the orders of another.
- A person can exercise such power over another only if the latter considers the reward as valuable.
- In the organizational context, this could manifest as the power to give to another monetary as well as non-monetary benefits and incentives.

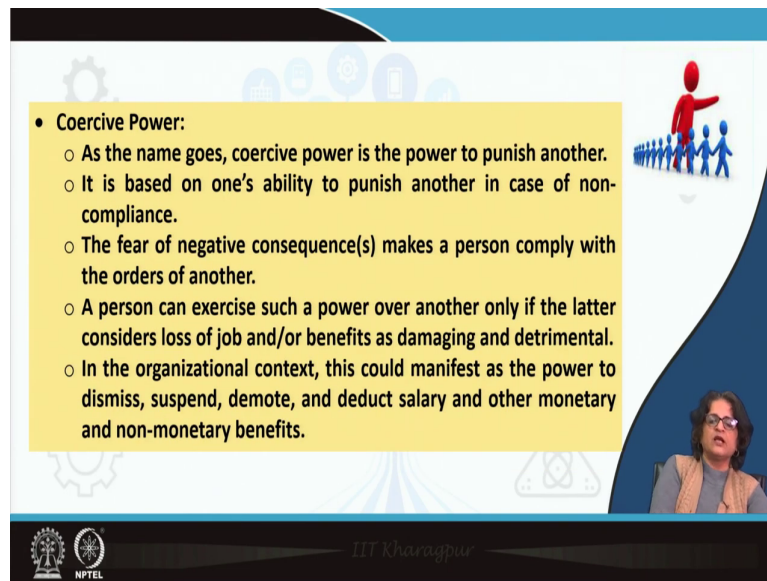
The slide features a yellow background for the text, a blue header, and a small illustration of a group of people with one person in the center raising their hand. The NPTEL logo and 'IIT Kharagpur' are visible at the bottom.

The second is reward power. As the name goes reward power is the power to reward another person, it is the opposite of coercive power which is the power to punish. Now, reward power is based on one's ability to reward another in case of compliance and this desire for a positive outcome or a positive consequence makes a person you know obey to the orders of other or makes a person comply with the orders of the other.

So, a person can exercise such power over another only if the other person considers the reward to be valuable which we just said. A will be able to exert his reward power on B, only if B feels that the reward offered by A is something which is valuable. So, in the organizational context this would manifest as the power to give a monetary rewards on monetary rewards and benefits and incentives and get work done.



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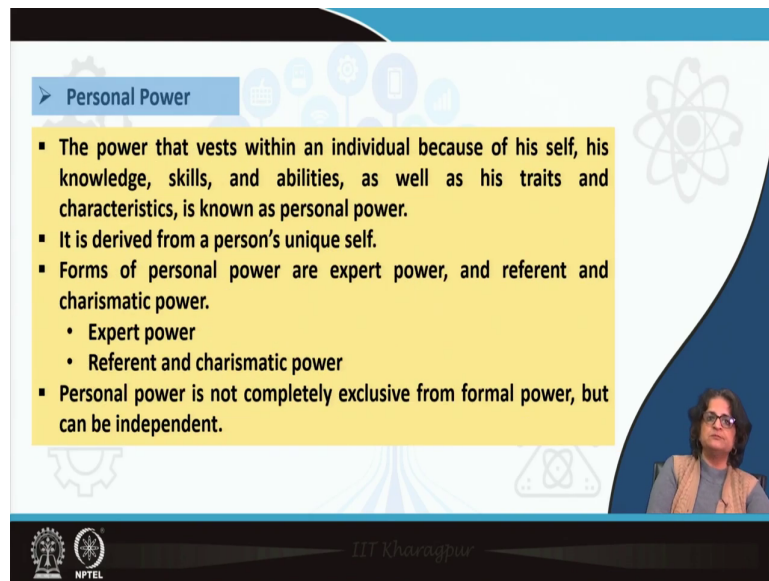
The slide features a yellow text box on the left containing a bulleted list. To the right, there is a 3D illustration of a red figure pointing at a line of blue figures. The background is light blue with faint gear icons. At the bottom left are the logos for IIT Kharagpur and NPTEL. At the bottom center, the text 'IIT Kharagpur' is displayed. In the bottom right corner, there is a small video inset showing a woman with glasses speaking.

- **Coercive Power:**
  - As the name goes, coercive power is the power to punish another.
  - It is based on one's ability to punish another in case of non-compliance.
  - The fear of negative consequence(s) makes a person comply with the orders of another.
  - A person can exercise such a power over another only if the latter considers loss of job and/or benefits as damaging and detrimental.
  - In the organizational context, this could manifest as the power to dismiss, suspend, demote, and deduct salary and other monetary and non-monetary benefits.

The third is coercive power. Now as the name goes coercive power is the power to punish another person and it is based on one's ability to punish another in case of non-compliance of orders or directives. And the fear of this negative consequence or fear of this negative outcome makes the person comply with the orders of the other. A person can exercise such a power over another only if the other person considers the loss of job or other loss of other benefits as damaging or detrimental.

In other words, person A would be able to exercise a coercive power over B, only if B fears the loss of job or fears the loss of benefits because of non-compliance. In the organizational context this would manifest as the power to dismiss, suspend, demote, deduct salary or withdraw other monetary and non-monetary incentives and benefits.

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**Personal Power**

- The power that vests within an individual because of his self, his knowledge, skills, and abilities, as well as his traits and characteristics, is known as personal power.
- It is derived from a person's unique self.
- Forms of personal power are expert power, and referent and charismatic power.
  - Expert power
  - Referent and charismatic power
- Personal power is not completely exclusive from formal power, but can be independent.

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The this so, we have discussed formal power. Now, we come to personal power, the power that vests within an individual because of his own self, his knowledge, his skills, his abilities, his personality traits, his characteristics is known as personal power. So, it is actually derived from his own unique self and forms of personal power could be expert power, referent power and charismatic power.

So, you have expert power and referent and charismatic power. Personal power is not completely exclusive from formal power. We have to understand that because the person may have both and so, personal power is not completely exclusive, but can be, but nevertheless it can be independent.

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• **Expert power:**

- The basis of expert power is specialized knowledge, skills, and abilities.
- A person is able to influence another because of his expertise in a particular domain.

• **Referent power and charismatic power:**

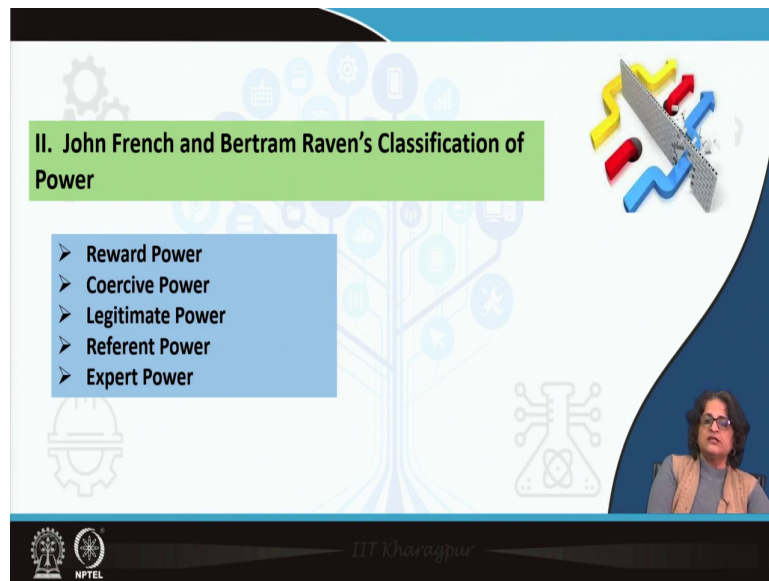
- The basis of referent and charismatic power is unique personality traits, interpersonal styles, and other unique characteristics, and the admiration that people hold.
- A person is able to influence another because of his looks, personality, and admiration that he holds.

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Expert power: The basis of expert power lies in specialized knowledge, skills and abilities that a person possesses. So, a person is able to influence another because of his expertise, because of his you know knowledge or skills in a particular domain and so, he is able to exercise influence over another.

Referent power and charismatic power you know relate to unique personality traits interpersonal styles and other unique characteristics and admiration that people hold. A person is able to influence others because of his looks, because of his personality and admiration.

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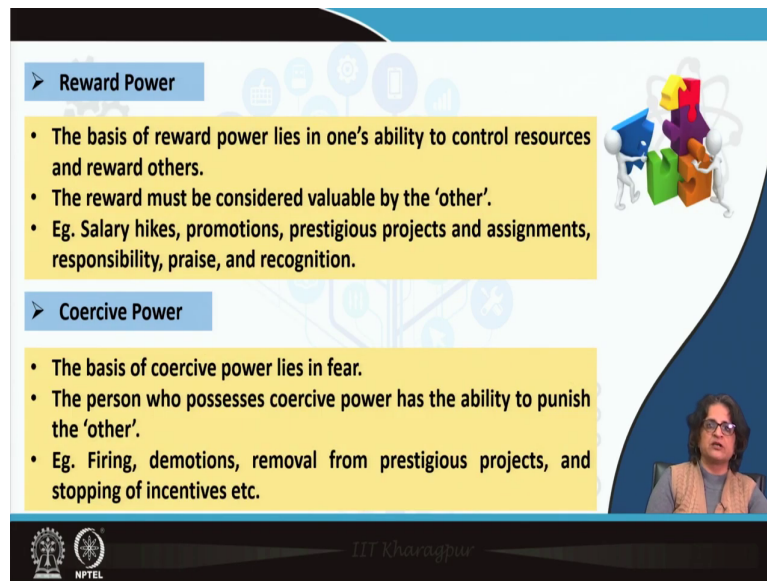
**II. John French and Bertram Raven's Classification of Power**

- Reward Power
- Coercive Power
- Legitimate Power
- Referent Power
- Expert Power

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Next, we come to French and Raven's classification of power. French and Raven said that power bases can be of five, you know power bases could be could be five kinds, reward power, coercive power, legitimate power, referent power and expert power.

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The slide is titled 'Reward Power' and 'Coercive Power'. It contains two main sections, each with a list of bullet points. The first section, 'Reward Power', explains that it is based on the ability to control resources and reward others, with examples like salary hikes and promotions. The second section, 'Coercive Power', explains that it is based on fear and the ability to punish, with examples like firing and demotions. The slide also features a small graphic of a person with puzzle pieces and a video inset of a woman speaking.

➤ **Reward Power**

- The basis of reward power lies in one's ability to control resources and reward others.
- The reward must be considered valuable by the 'other'.
- Eg. Salary hikes, promotions, prestigious projects and assignments, responsibility, praise, and recognition.

➤ **Coercive Power**

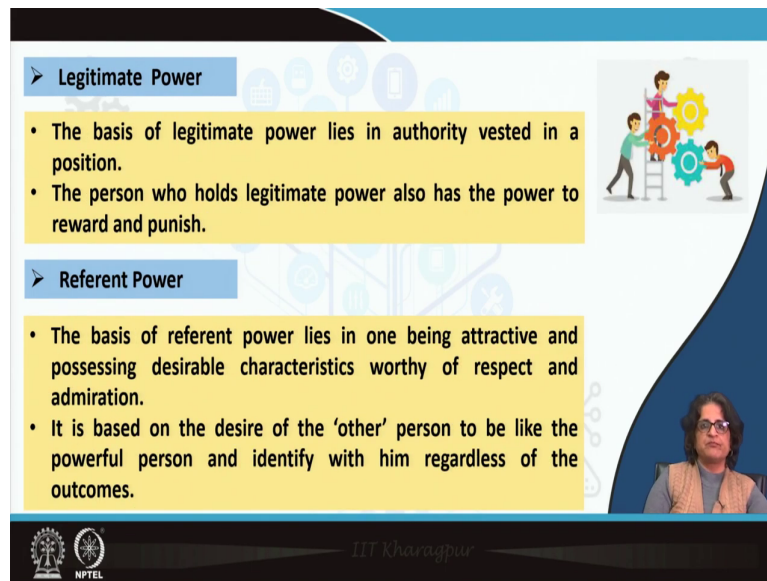
- The basis of coercive power lies in fear.
- The person who possesses coercive power has the ability to punish the 'other'.
- Eg. Firing, demotions, removal from prestigious projects, and stopping of incentives etc.

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So, we have discussed reward power which is the basis of reward lies, reward power lies in one's ability to control resources and reward others. For example, salary hikes, promotions, prestigious projects and coercive power is the basis the basis of coercive power lies in fear we just discussed this.

The person who possesses coercive power has the ability to punish the other person and this punishment could be in the form of demotions, you know, removal from prestigious projects, withdrawal of incentives or firing.

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The slide features a blue header and footer. The main content area has a light blue background with faint icons of gears and a person. On the right side, there is an illustration of three people working together with gears, and a small video inset of a woman speaking. The text is organized into two sections: 'Legitimate Power' and 'Referent Power', each with a list of bullet points.

➤ Legitimate Power

- The basis of legitimate power lies in authority vested in a position.
- The person who holds legitimate power also has the power to reward and punish.

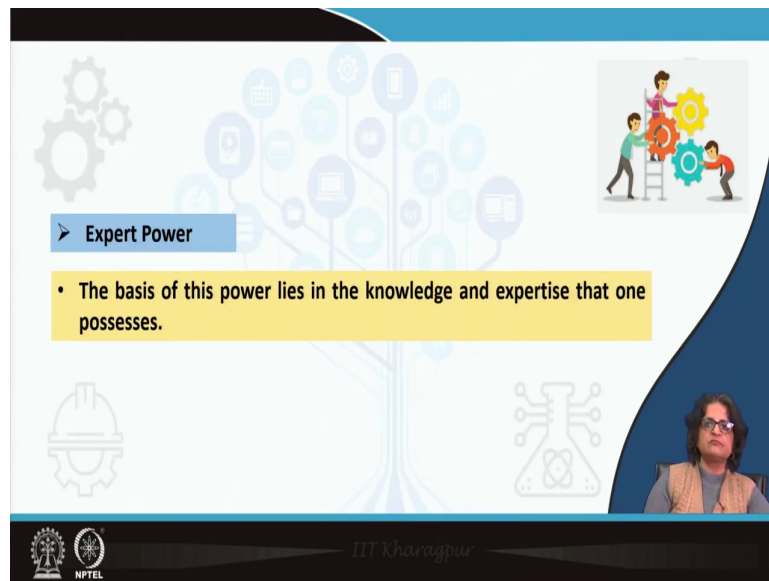
➤ Referent Power

- The basis of referent power lies in one being attractive and possessing desirable characteristics worthy of respect and admiration.
- It is based on the desire of the 'other' person to be like the powerful person and identify with him regardless of the outcomes.

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Legitimate power: The basis of legitimate power, lies in authority vested in a position and as we just said, a person who holds legitimate power also holds reward power and coercive power. Referent power, you know, is power which lies in one's being attractive and possessing desirable characteristics. It is based on the desire of the other person to be, to be you know, like the powerful person and identify with him regardless of the outcomes.

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The slide features a light blue background with a central graphic of a tree where the branches are composed of various icons representing technology and business. In the top right corner, there is an illustration of three people working together with gears. A blue box on the left contains the text 'Expert Power'. Below it, a yellow box contains a bullet point. At the bottom left, there are logos for IIT Kharagpur and NPTEL. At the bottom right, there is a small video inset showing a woman speaking.

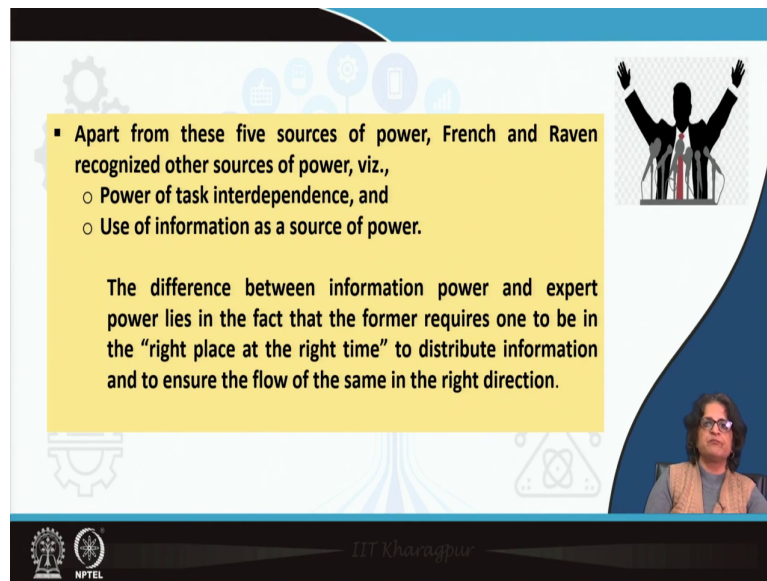
➤ Expert Power

- The basis of this power lies in the knowledge and expertise that one possesses.

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Finally, we have expert power which is power which lies in knowledge and expertise that one possesses.

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▪ Apart from these five sources of power, French and Raven recognized other sources of power, viz.,

- Power of task interdependence, and
- Use of information as a source of power.

The difference between information power and expert power lies in the fact that the former requires one to be in the “right place at the right time” to distribute information and to ensure the flow of the same in the right direction.

The slide features a yellow text box on a blue background with gear icons. A silhouette of a person with arms raised is in the top right, and a video inset of a woman is in the bottom right. Logos for IIT Kharagpur and NPTEL are at the bottom.

So, apart from these five sources of power, French and Raven recognized two other powers which is power of task interdependence and use of information power as a source of power. Now, the difference between expert power and information power lies in the fact that, you know, when we when we speak about, you know, information power, it requires one to be in the right place at the right time to distribute information and to ensure that information flows you know in the right direction.

So, there is a difference between expert power and information power and, you know, in information power it is it requires one to be in the right place at the right time to distribute information and to ensure the flow of information in the right direction.



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**III. Individual based Power Bases and Organizational based Power Bases**

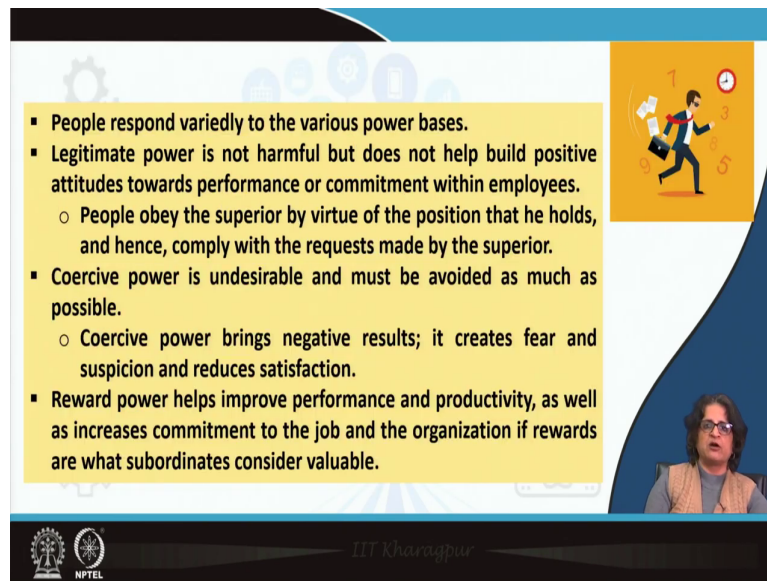
Some power bases are derived from the organization, while some lie with the individual.

- Individual based
  - Expert power
  - Referent power
- Organizational based
  - Coercive power
  - Reward power
  - Legitimate power

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The third classification is individual based power bases and organizational power bases. Some power bases are derived from the organization and some lie within the individual. Individual based power bases are expert power and referent power, organizational based power organizational based power bases are coercive power, reward power and legitimate power we have discussed all of these in the previous slides.

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▪ People respond variedly to the various power bases.

▪ Legitimate power is not harmful but does not help build positive attitudes towards performance or commitment within employees.

- People obey the superior by virtue of the position that he holds, and hence, comply with the requests made by the superior.

▪ Coercive power is undesirable and must be avoided as much as possible.

- Coercive power brings negative results; it creates fear and suspicion and reduces satisfaction.

▪ Reward power helps improve performance and productivity, as well as increases commitment to the job and the organization if rewards are what subordinates consider valuable.

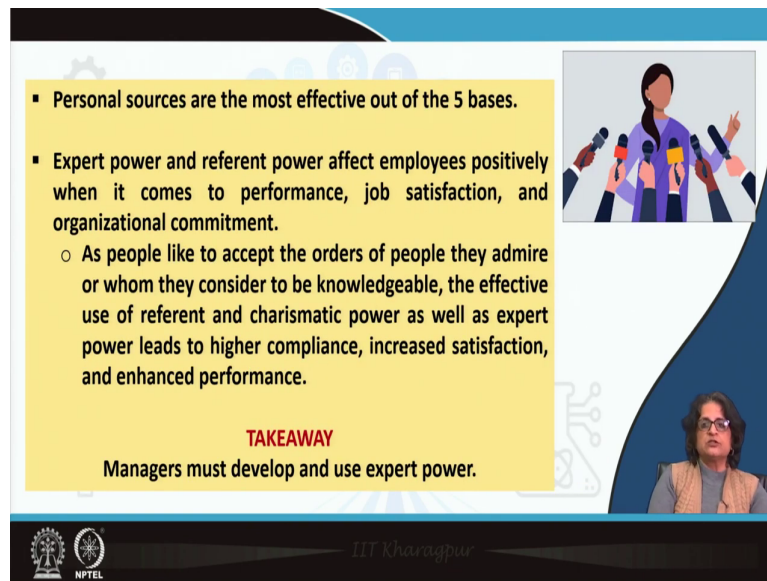
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Now, people respond variedly to the various power bases. Legitimate power of course, is not harmful, but it does not help build very positive attitudes in employees towards performance or commitment. People obey the superior by virtue of the position that he holds and so, they just comply to the request and to the orders made by the superior.

Coercive power is undesirable and must be avoided at all costs. It brings very negative results, it creates fear, it creates suspicion, it reduces employee satisfaction and people basically you know obey to the orders just because of fear of negative consequences. Reward power helps improve performance and productivity, it increases employee commitment to the job, to the organization. If rewards are what subordinates consider to be important and valuable.

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▪ Personal sources are the most effective out of the 5 bases.

▪ Expert power and referent power affect employees positively when it comes to performance, job satisfaction, and organizational commitment.

- As people like to accept the orders of people they admire or whom they consider to be knowledgeable, the effective use of referent and charismatic power as well as expert power leads to higher compliance, increased satisfaction, and enhanced performance.

**TAKEAWAY**  
Managers must develop and use expert power.

The slide features a yellow background for the text, a blue header with gear icons, a video inset of a woman speaking, and logos for IIT Kharagpur and NPTEL at the bottom.

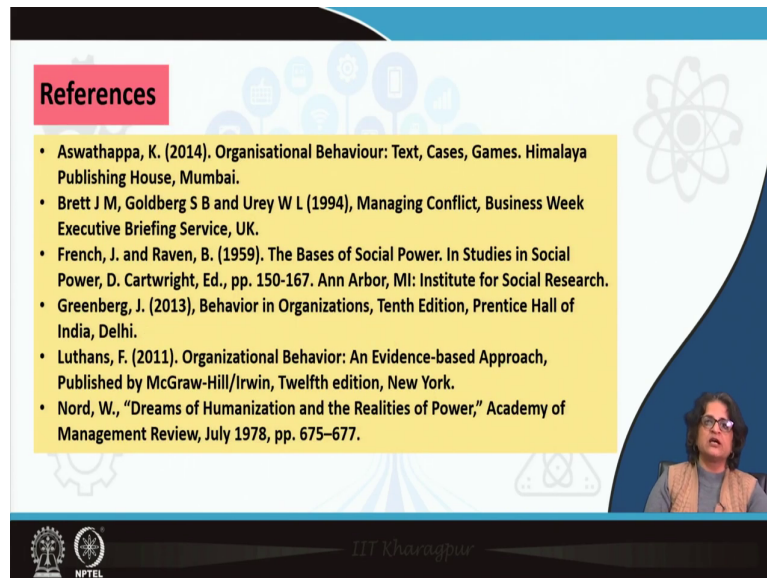
A Personal sources are more most effective of the five bases, expert power and referent power affect employees positively when it comes to their you know performance and it comes to their job satisfaction when it comes to their you know job involvement and commitment and overall organizational commitment.

So, as people like to accept the orders of people they admire or whom they consider to be knowledgeable, the proper use of referent and charismatic power as well as expert power can lead to you know very positive outcomes in the organization. It would lead to higher compliance, increased satisfaction and enhanced performance.

So, the takeaway is that managers must develop and use expert power and coercive power should be used the least and of course, personal powers personal sources are most effective



and amongst them expert power and referent power effect employees positively. And so, we can conclude by saying that managers must learn to develop and use expert power.

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A slide with a light blue background featuring faint icons of gears, a lightbulb, a smartphone, and a Wi-Fi symbol. A yellow rectangular box contains a list of references. The slide is framed by a dark blue border on the right and bottom. The bottom left corner contains the logos of IIT Kharagpur and NPTEL, and the text 'IIT Kharagpur' is centered at the bottom.

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**CONCLUSION**

This brings us to the end of the third lecture of Module 6.

We shall continue with the topic in the next lecture.

The slide features a background with various icons including gears, a tree with nodes, an atom, a hard hat, and a circuit board. At the bottom, there are logos for IIT Kharagpur and NPTEL.

With this I come to an end of this lecture, these are the references. We shall continue with the topic in the next lecture.

Thank you.