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Leadership and Management Theory and Practice (LCBB 6022 BIRM)

Session 9

Dealing with Conflict and Crisis

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives



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Learning Objectives

Explain organisational power and identify sources of power.

Analyse conflict in organisations and apply influence tactics

Focus on component 2 completion

Reminder

Component 2

Assessment – Essay

Assignment Title:	Component 2: Coursework: Essay	Word count (or equivalent):	2000 words (+/- 10%)
Submission deadline:	Both Weekday and Weekend Groups: 22 nd of March 2026, before 2pm	The return date of provisional marks & written feedback:	16th April 2026
Submission			

Component 1: (50%): Essay (2000 words)

As part of the managerial functions, managers are concerned with planning, organizing, leading, and controlling. Critically evaluate why controlling is essential in organizations of all types. Discuss the challenges associated with controlling and how managers can mitigate these challenges. The critical analysis should be supported with business examples.

Assessment guidelines:

- **Introduction** (~200 words)
 - o Provide a brief introduction of management and its important in contemporary business.
- **Main Body**
- **Identify and explain the managerial functions**
 - o Critically evaluate why controlling is essential in organizations of all types (400 words)
 - o Link relevant leadership or management theories/models to controlling (400 words)
 - o Discuss the challenges associated with controlling (400 words)
 - o How can managers mitigate these challenges (400 words)
- **Conclusion** (200 words)
 - o Summarize your main points of evaluation.

Component 2 – Assessment – Essay

Assessment Support

You should view all assessment guidance before planning your workload for completing the assessment.



Component 2 - Essay - Study Plan PDF

Component 2 - Essay - Study Plan

Assessment Writing Guidance



Assessment Writing Guidance (copy)



Component 2 - Approach 1.pdf



Component 2 - Approach 2.pdf



Component 2 - Approach 3.pdf



Component 2 - Approach 4.pdf

What is power?

Power in organisations

- Power is the ability to influence others.
- Power exists in all organisations.

Power may be:

- formal
- informal
- structural
- relational



Authority types

Weber's authority types

1. Traditional authority
2. Charismatic authority
3. Legal-rational authority

Modern organisations mainly rely on legal-rational authority.



Power and compliance



	Coercive Power	Remunerative Power	Normative Power
Alienative Involvement			
Calculative Involvement			
Moral Involvement			

Etzioni's Model of Organisational Control

Organizations influence behaviour through different types of power, which shape the level of employee commitment.

Types of power

- Coercive power - Control through threats, punishment, or force.
- Remunerative power - Control through financial rewards or material benefits.
- Normative power - Control through values, prestige, and shared beliefs.

Different types of organisations rely on different power types.

Power and compliance

Etzioni's Model of Organisational Control

Organizations are most effective when the type of power matches the type of involvement.

Types of Employee Involvement

- **Alienative involvement** - Employees participate unwillingly.
- **Calculative involvement** - Employees participate primarily for rewards.
- **Moral involvement** - Employees participate because they believe in the organisation's goals.



Best Fit Between Power and Involvement

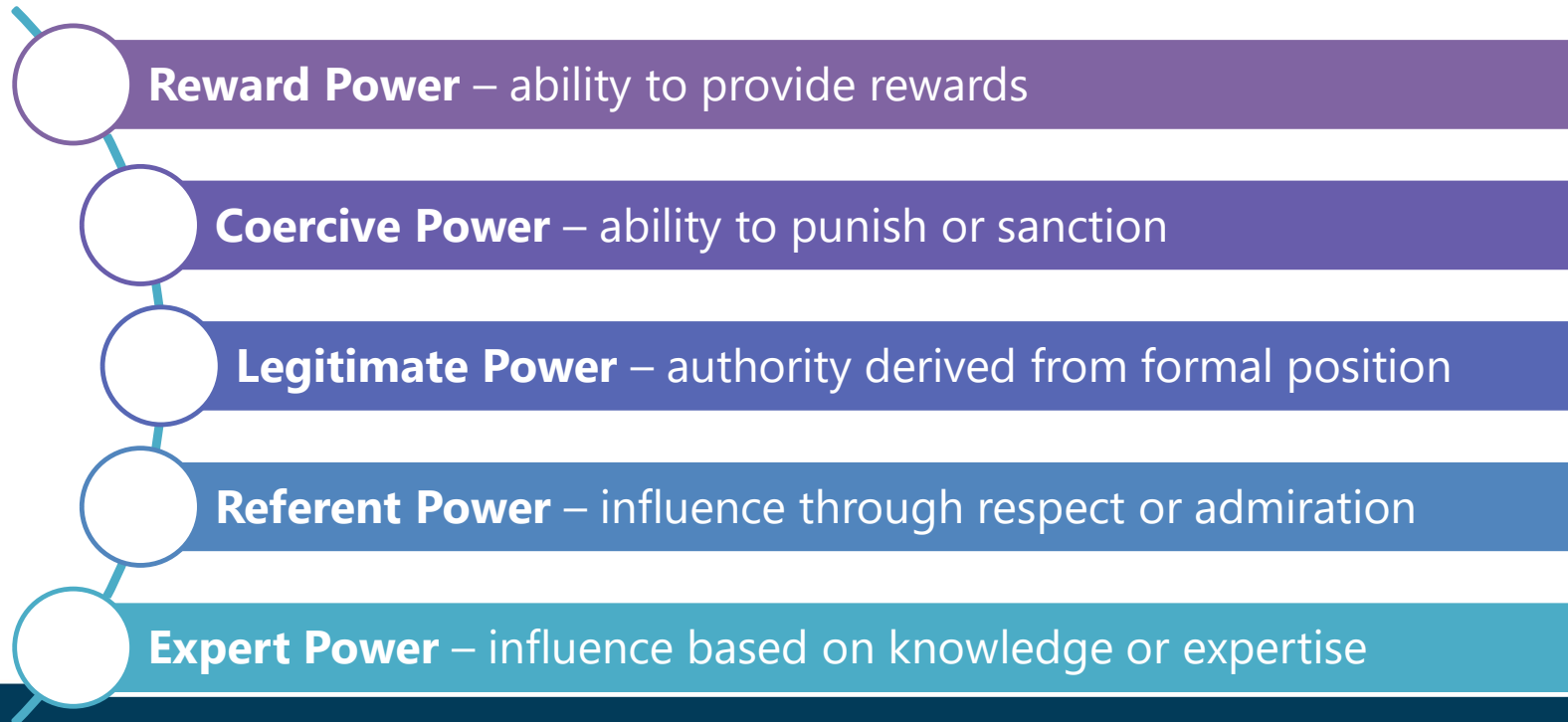
Etzioni argued that organisations function best when power and involvement align.

When these combinations align, compliance tends to be stable and effective.

Power Type	Involvement Type	Example Organisation
Coercive	Alienative	Prison
Remunerative	Calculative	Business firm
Normative	Moral	Religious organisation

Sources of Power in Organisations

French and Raven (1959) identified five key sources of social power that leaders use to influence others.



These power sources shape how leaders influence behaviour and gain compliance.

Additional Source of Power

Later research suggested another important power base:

Information Power

This comes from access to valuable information.

Examples:

- data analysts
- administrative assistants with strategic information
- individuals controlling communication flows

Information can be a powerful resource in organisations.



Key Insight

These power bases can operate simultaneously.

- Effective leaders typically combine several power sources.

Example:

A successful manager might use:

- legitimate power (position)
- expert power (knowledge)
- referent power (respect)

This combination increases leadership effectiveness.

Critical Perspective

Not all power sources produce the same outcomes.

Research suggests:

Personal power (referent + expert) tends to produce:

- stronger trust
- higher employee engagement
- better long-term performance

Positional power (legitimate + coercive) often produces:

- short-term compliance
- lower commitment

Discussion Activity

Which power base do you think is most effective in modern organisations?

Consider:

- technology companies
- public sector organisations
- startups

Power Conflicts in Organisations

Conflict frequently emerges from competing interests and power dynamics.

Common causes of power conflict include:

- Competing organisational goals
- Ambiguous authority or unclear roles
- Competition for scarce resources
- Leadership style differences
- Differences in values or organisational priorities

Power conflicts can occur between:

- managers and employees
- different departments
- individuals competing for influence

Competing Organisational Goals

Different departments often pursue different objectives.



Example:

Marketing may prioritise customer satisfaction and product variety, while finance prioritises cost control and efficiency.

This creates tension because both groups are trying to influence organisational decisions.

Example:

- Marketing wants to launch a new product campaign requiring additional budget. Finance may resist because it increases costs.

Ambiguous Authority

Power conflict frequently emerges when authority is unclear.

This often happens in:

- matrix organisations
- project teams
- cross-functional teams



Employees may receive conflicting instructions from multiple managers.

For example:

- A project manager and a departmental manager both attempt to control an employee's work priorities.

Scarce Resources

Organisations operate with limited resources such as:

- Budgets
- Staffing
- Technology
- Time



When resources are scarce, departments may compete for access, creating political behaviour and power struggles.

Example:

- Two departments competing for funding for different projects.

Are power conflicts always bad?

Power conflicts are not necessarily negative.

Constructive conflict can:

- stimulate innovation
- encourage debate
- improve decision-making

However, unmanaged conflict can reduce:

- Trust
- Collaboration
- organisational effectiveness.



Reflect

- Can you think of an example where power conflict improved organisational decisions?

Crisis Situations in Organisations

Organisational Crisis Situations

A crisis is a major unexpected event that threatens organisational stability or reputation.

Examples include:

- financial collapse
- operational failure
- reputational damage
- legal or regulatory violations
- technology or cybersecurity breaches

Crises require rapid decision-making and strong leadership. Managers may increase control and centralised authority during crises.

Why Crisis Creates Power Struggles

Crises often intensify power dynamics because:

- decisions must be made quickly
- leaders compete to influence solutions
- blame and accountability become critical issues

Key Management Challenge - Leaders must balance:

Speed of decision-making AND Quality and ethical responsibility

Poor decisions during crises can worsen organisational damage.

Real World Discussion

- What organisational crisis have you seen recently in the news?
- How did leaders respond?

Leadership During Crisis

Effective leaders during crises must:

make rapid decisions under uncertainty

communicate clearly and transparently

maintain employee trust and morale

coordinate organisational responses

Successful crisis leadership requires balancing:
- control, - communication, and - trust.

Leadership Style in Crisis

Different leadership styles may be effective depending on the situation.

For example:

Autocratic leadership

Useful when:

- rapid decisions are required
- safety risks are present

Transformational leadership

Useful for:

- rebuilding morale
- inspiring long-term recovery.

Reflection

- Would you prefer a directive leader or a collaborative leader during a crisis?
- Why?

Focus on Assessment

- Use the remaining time to focus on your component 2.
- Ensure that you have:
 - Accessed the reading materials provided on Moodle
 - Conducted a literature search on the UWTSD library
 - Monitor your plan for completing the assessment

Sources

Mullins, L.J. (2019) *Organisational behaviour in the workplace* . Twelfth edition. Harlow : Pearson Education Limited.

Cole, G.A. (2020) *Management theory and practice*. Ninth edition. Andover :, Cengage Learning.

French, J.R.P. and Raven, B. (1959) *The bases of social power*. In: Cartwright, D. (ed.) *Studies in Social Power*. Ann Arbor: University of Michigan Press.

Yukl, G. (2020) *Leadership in Organizations*. 9th edn. Harlow: Pearson.

Podsakoff, P.M. and Schriesheim, C.A. (1985) 'Field studies of French and Raven's bases of power: Critique, reanalysis and suggestions for future research', *Psychological Bulletin*, 97(3), pp. 387–411.

Hinkin, T.R. and Schriesheim, C.A. (1989) 'Development and application of new scales to measure the French and Raven bases of social power', *Journal of Applied Psychology*, 74(4), pp. 561–567.

Judge, T.A. and Piccolo, R.F. (2004) 'Transformational and transactional leadership: A meta-analytic test of their relative validity', *Journal of Applied Psychology*, 89(5), pp. 755–768.