Content

Introduction by The Editors	v
What do we really Mean by Power and Politics?	
A Review of the Literature	1
by Cynthia Hardy	
Introduction	3
The Study of Power and Politics in Management	4
Definitions of Power and Politics	6
What Do we Know about Power and Politics?	13
Conclusion: The Research Challenge	16
A Systems View of Organizational Politics	27
by Anthony T. Cobb	
Abstract	29
A Systems View of Organizational Politics	30
The Theoretical Context of the Political Subsystem:	
The Negotiated Order	31
The Role of the Political Subsystem and the Areas It Addresses	34
The Elements that Configure the Political Subsystem	39
Conclusion	43

The Business-Political Dimension of	
the Internationalization of Enterprises	159
by Wolfgang Dorow	
Introduction	161
A Case Example of Internationalization	162
The Distinction between Strategic and Business	102
Political Decisions of Internationalization	166
The Apolitical Approach of	100
Transaction-Cost Theory	168
The Perspective of the Business-Politics Concept	172
Business-Political Alternatives of Conflict-Handling	177

Temptations and Dilemmas in the Interpretive Perspective on Organizational Politics	
by Victor V. Murray and Patricia Bradshaw-Camball	
Introduction	
Organizational Politics from Multiple Perspectives	
A Comparison of Functionalist and	
Interpretive Perspectives on Politics	
A Case Study of Organizational Budget Setting	
Analysis	
Conclusion	. •
Towards the Business Politics Approach and	
the Field of Research	
by Günter Dlugos	
Types of Political Activities	
The Different Meanings of Policy and Politics	
Central Focus of the Business Politics Approach	
Areas of Investigation	
Conceptual Framework: Relevance and further Development	
Towards a System of Business Political Goal Formulation	
by Frank C. Danesy	
Introduction	
The Elements and Processes of Business Political Goal Formulation	
The Influence of Disposable Power Basis on the	
Business Political Scope of Action	
The Consequences of Alternative Business Political Actions	
Concluding Remarks	

Conflict Relationships in Organizations	
A Concept of Measurement	109
by Andreas G. Nikolopoulos	
Introduction	111
Why Measurement of Conflicts?	112
Previous Methods of Measurement	114
Measuring Conflicting Relationships	115
Summary and Conclusion	121
Conflict-Handling in Industry-Wide Codes	125
Connect-Handing in Industry Wide Codes	
by Anke Frieling	
Introduction	127
Definition and Contents of Industry-Wide Codes	128
Causes of Conflict in Industry-Wide Codes	130
Alternative Methods of Conflict-Handling	132
Environmental Delimitation	133
Methods of Goal Delimitation	135
Conclusion	136
The Political Consequences of Organizational Cultures:	
Mergers, Acquisitions, and Joint Ventures	139
by Dan Farrell and James Petersen	
Introduction	141
Politics and Culture	143
Political Consequences	145
Information Processing	147
Cultural Patterns	148
A Typology of Organization Culture	150
Implications or Managers	153
Conclusion	155