

Dimension	Rational (Market Model)	Bureaucratic	Political Power	
Goals, Preferences	Consistent within and across social actors	Reasonably consistent	Consistent within social actors; inconsistent, pluralistic within the organization	
Power and Control	Centralized	Less centralized with greater reliance on rules	Shifting coalitions and interest groups	
Decision Process	Orderly, substantively rational	Procedural rationality embodied in programs and standard operating procedures	Disorderly, characterized by push and pull of interests	
Rules and Norms	Norm of Optimization	Precedent Tradition	Free play of market forces; conflict is legitimate and expected; passion and loyalty	
Information and Computational Requirements	Extensive and systematic	Reduced by the use of rules and procedures	Information used and withheld strategically	
Beliefs about action- consequences relationships	Known at least to a probability distribution	Consensually shared acceptance of routines	Disagreements about technology	
Decisions	Follow from value- maximizing choice	Follow from programs and routines	Result of bargaining and interplay among interests	
Ideology	Efficiency and effectiveness	Stability, fairness, predictability	Struggle, conflict, winners and losers	

Source: Jeffrey Pfeffer, Power in Organizations (Marshfield, Mass: Pitman Publishing, 1981) pp. 1-32