POWER AND INFLUENCE (MGT/MGP 223)

This course examines the bases of power in organizations and the ways in which power can be built and used effectively. It also explores the positive and negative effects that power-oriented behavior can have on organizations. The ethics of power will be a recurrent concern throughout the course. Class sessions will be devoted to discussing “case” materials in light of theoretical arguments advanced in “readings.” Case materials include standard Harvard Business School cases, book chapters about individuals (e.g., Robert Moses), corporations (e.g., Lehman Brothers) and industries (e.g., the auto industry), and in-class videos (e.g., a “Bill Moyer’s Journal” segment on David Rockefeller).

COURSE REQUIREMENTS

Students’ final course grades will be based on their performance on three in-class quizzes (worth a total of 18 points), two take-home case analyses (worth a total of 12 points), one final case analysis (worth 70 points), and on student participation in class discussions (incorporated as a “fudge factor” in the determination of final grades).

Completion of Three In-Class Quizzes (6 points each)

Each student will individually complete three in-class quizzes. The quizzes will be designed to evaluate students’ grasp of the most important concepts and theories introduced over the course of the term. They will be administered at the beginning of Session #5, Session #6, and Session #9.

Analysis of Two Cases that Were Discussed in Class (6 points each)

Each student should form a group with two or three other students to complete analyses of two cases discussed in class. The two cases should be selected according to the following schedule.

One case discussed in either Session 2 or 3.
One case discussed in either Session 4 or 5.

The analyses should indicate how the case in question illustrates (provides evidence supportive of) the principles of power and influence covered in the class session for which the case was assigned. Analyses will be categorized as either: “on-target” (6 points), “missed-the-mark” (4 points), or “exemplary” (6 points + 1 bonus point). Analyses should be no more than 525 words in length. And they should be submitted no
later than the beginning of the class session following the session for which the case was assigned.

Final Case Analysis (70 Points)

Each student should also form a group with three or four other students to analyze a case supplied by the Professor or to analyze a real organization of his/her group’s choosing. Analyses of student-selected organizations can be carried out using primary sources (e.g., participation observation and/or interviews) or secondary sources (e.g., books, articles, or prepared cases about a target organization). Thus, group members need not have worked in a student-selected organization to use it as the subject of their final case analysis. Final case analyses will be written up in no more than ten double-spaced typewritten pages. The group case analyses will be graded on a scale ranging from 45 to 70 points. Final papers must be submitted to the Professor at the beginning of session #10. Groups analyzing a self-selected organization must follow the guidelines stipulated below.

1. Groups must speak with me regarding the topic of their final paper sometime during the week of the 5th session. Failure to discuss your final paper topic with me by the end of this week will result in a one-half grade point deduction from your final course grade (e.g., from A to B+).

2. Groups should obtain approval from me for their final paper topic by the 7th session. Failure to obtain approval for a final paper topic by this time will result in a one-half grade point deduction from your final grade. Groups may change their final paper topic after this time, but they should notify me of any such change as soon as possible. The submission of a final paper on an unproved topic will result in a one grade point deduction from your final course grade (e.g., from A to B).

Class Participation.

The material covered in this course will be largely learned through in-class discussion. For this reason, it is absolutely imperative that all students complete all of the assigned reading before coming to class. Likely discussion questions have been provided for each class session (with the exception of the first session) that can help you prepare for class discussion. The Professor’s evaluation of the quantity and quality of a student’s class participation will factor into the determination of the student’s final letter grade if their combined performance on the three quizzes, two analyses of cases discussed in class, and the final case analysis places them on the borderline between two letter grades (e.g., between B+ and A-).
COURSE READINGS


Anthology of case materials and other readings.

SESSION OUTLINE

SESSION #1: INTRODUCTION

TOPIC 1. WHAT POWER IS: BASIC CONCEPTS


TOPIC 2. WHY POWER IS IMPORTANT: ANALYSIS, DECISION-MAKING, AND IMPLEMENTATION

Readings: MWP, Ch. 1, “Decisions and Implementation”
MWP, Ch. 13, “The Politics of Information and Analysis.”
POWER, Ch. 1, “It Takes More Than Performance.”

Case: Donna Dubinsky and Apple computer (A only) HBS cases 9-486-083 through 9-486-087.

SESSION #2: THE ULTIMATE SOURCE OF POWER

TOPIC 1. WHERE POWER COMES FROM: PERSONS, SITUATIONS OR WHAT?

Readings: MWP, Ch. 4, “Where Does Power Come From?”


TOPIC 2. THE CONTROL OF RESOURCES

Readings: MWP, Ch. 5, “Resources, Allies and the New Golden Rule.”
POWER, Ch. 5, “Making Something Out of Nothing: Creating Resources.”

SESSION #3: HOW TO DEVELOP POWER (QUIZ #1)

TOPIC 1. ONE SOURCE OF RESOURCES: POSITION IN THE DIVISION OF LABOR

Readings:  
* MWP, Ch. 8, “The Importance of Being in the Right Unit.”  
* MWP, Ch. 14, “Changing the Structure to Consolidate Power.”  
* POWER, Ch. 3, “Choosing Where to Start.”

Case:  

TOPIC 2. ANOTHER SOURCE OF RESOURCES: POSITION IN THE SOCIAL NETWORK

Readings:  
* MWP, Ch. 6, “Location in the Communication Network.”  
* POWER, Ch. 6, “Building Efficient and Effective Social Networks.”

Case:  
Nicole Tempest, *Heidi Roizen* (HBS Case 9-800-228)

SESSION #4: FORMAL AUTHORITY AND SOCIAL INFLUENCE

TOPIC 1. FORMAL AUTHORITY AND REPUTATION

Readings:  
* MWP, Ch. 7, “Formal Authority, Reputation, and Performance.”  
* POWER, Ch. 8, “Building a Reputation: Perception is Reality.”

Case:  

TOPIC 2. VARIETIES OF SOCIAL INFLUENCE

Readings:  

Case:  

Video:  
Scenes from “Remember the Titans.”
SESSION #5: TEMPORAL DYNAMICS (QUIZ #2)

Readings:  
*MWP*, Ch. 12, “Timing is (Almost Everything)”

Case:  

SESSION #6: HOW POWER IS LOST

Readings:  
*MWP*, Ch. 16, “Even the Mighty Fall: How Power is Lost.”

*POWER*, Ch. 11, “How and Why People Lose Power.”

Case:  


SESSION #7: IS POWER IN YOU AND FOR YOU? (QUIZ #3)

Readings:  
*MWP*, Ch. 9, “Individual Attributes as Sources of Power.”


*POWER*, Ch. 10, “The Price of Power.”

Video:  

SESSION #8: MANAGING WITH POWER

**TOPIC 1. BUILDING POWER**

Readings:  
*MWP*, Ch. 17, “Managing Political Dynamics Productively.”

Case:  
John Sculley at Apple Computer (B). HBS case 9-486-002

**TOPIC 2. THE ETHICS OF DEVELOPING AND EXERCISING POWER**

Readings:  
*MWP*, Ch. 18, “Managing with Power.”

Gerald Cavanaugh et. al, “The Ethics of Organizational Politics,”

Case:  
None
SESSION #9: THE DARK SIDE OF POWER

TOPIC 1. THE POSITIVE AND NEGATIVE EFFECTS OF POWER ON THOSE WHO HAVE IT

Readings:  


TOPIC 2. COMBATTING THE NEGATIVE EFFECTS OF POWER

Readings: none

Case:  


SESSION #10: IN-CLASS DISCUSSION OF FINAL CASE ANALYSIS