

**MANAGEMENT B853I
POWER, INFLUENCE, AND
NETWORKS SPRING 2023
Bidding Only**

Spring 2023
Mondays and Wednesdays
Section 1: 10:20 – 11:50
Section 2: 2:00 – 3:30

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*"Leadership is the art of getting someone else to do something you want done
because he wants to do it." – Eisenhower*

COURSE DESCRIPTION

The Power, Influence, and Networks course will empower you to achieve your personal and professional goals by providing you with a set of tools for understanding and managing power and political dynamics. Before coming to CBS, it is likely that your success depended primarily on your own individual performance. When you leave here, however, you will be leading teams, divisions, and organizations, and your success will increasingly depend on your ability to lead others. A fundamental component of success for a leader is having a clear understanding of power and influence processes and knowing how to act on that knowledge. Ultimately, organizations are political entities where power and influence are key mechanisms by which things get accomplished. After taking this course you will be better able to:

- (1) Map the distribution and sources of power within organizations;
- (2) Formulate strategies for identifying and building your own sources of power;
- (3) Develop strategies for enhancing your social networks and for understanding how these social connections may be rich sources of power and influence;
- (4) Understand different influence styles and learn how to interact and communicate with others in ways that make you more influential; and
- (5) Anticipate and guard against the pitfalls of power, enabling you to use power and influence in an authentic and ethical manner.

To achieve these goals, this course is designed to both help you acquire the *knowledge* necessary to better understand political dynamics as they unfold around you and to provide you opportunities to *practice* applying this knowledge. Despite the common misconception that people are either naturally skilled in the exercise of influence and acquisition of power or not, the reality is that political skills can be learned. They are, however, difficult to acquire simply through reading articles or listening to lectures. These skills are more readily developed through experiential learning—the application of concepts and frameworks learned in class to real world situations. Therefore, we will draw on a mix of conceptual models, tactical approaches, self-assessment tools, and simulation exercises.

COURSE REQUIREMENTS AND GRADING

You will be evaluated on three types of work throughout the semester: (a) class participation (35%); (b) short assignments, memos and exercises (30%); and (c) a final paper (35%).

Class Participation (35%):

Classroom learning is a shared responsibility. Though I will structure and facilitate the discussion, it is your responsibility to come to class well prepared and ready to engage actively. Hearing the ideas, experiences, and insights of your classmates through an interactive class discussion is an essential component for understanding the concepts introduced in this course. It is therefore essential that you are embracing the norms of the Columbia Core Culture:

Present: Be on time and present for every session. Attendance will be part of your grade for class participation and students are expected to sit in their assigned seats.

Prepared: Complete pre-session assignments and readings. Be sure to have your name displayed on screen and be prepared for cold calling.

Participating: Be an active and conscientious participant in class discussion and exercises.

Your participation grade is based on your presence in class and your contributions to the class discussion. Your course contribution grade will be based on arrival on time to class, timely submission of pre-class assignments, engagement and participation in the classroom. In terms of attendance, you will be allowed *one excused absence*. For an absence to be excused you must inform the TA that you will not attend before the start of the class. You will have opportunities to make contributions at several points during each session. The level and quality of participation will be the most important determinant of the participation grade. Quality discussion comments possess one or more of the following attributes: (1) presents well-reasoned arguments that draw on the core concepts and tools introduced in the course; (2) moves the discussion forward by integrating and building on previous contributions with new insights; or (3) offers insightful and constructive critiques of others' contributions.

Reflection Exercises, Memos and Other Short Assignments (30%):

Over the course of the semester you will be responsible for submitting several short reflections, memos and exercises, as outlined in the detailed section for each session below. These assignments will help you understand how to apply the tools you learn in class by helping you draw connections between course concepts and your own experiences. Refer to the table of “Deliverables and Due Dates” on the last page of the syllabus for information on deadlines for all assignments.

Final paper (35%)

The final paper involves assessing a political environment, reflecting on your political skills and creating a plan of action to help you chart your career development strategy. Final papers should not exceed 2,500 words. Your grade will be based on the depth of your understanding of core course concepts, how well you apply those concepts to your real-world context, the thoughtfulness and rigor of the diagnosis you present, and the balance of creativity and feasibility displayed in your action plan.

The precise focus of this paper will depend on which of the two options below you feel will be most beneficial given the current stage of your job or internship search process.

Please select either Option 1 or Option 2.

Option 1: Reflecting on a Prior Experience

For this prompt, you will consider a prior job and organization, either from your time before joining CBS or a recent summer internship. The purpose of this prompt is to provide you with an opportunity to learn from a past work experience, by focusing on a specific situation where you felt you were disadvantaged or not successful in exercising influence. This approach will help you develop an action plan for ways to be more effective in future settings. The purpose is not to simply restate what we have covered in class. Instead, you should apply course concepts and tools to develop deeper insight into a pivotal episode in your career.

You are free to structure the memo as you see fit, but effective final papers address the following topics:

- (1) Provide a brief overarching biographical sketch. Be sure to include details that are important for understanding the remainder of your paper (e.g., details about the organization, team, and job you will be discussing).
- (2) Diagnose the political environment you were facing in that position, focusing on the most relevant elements. Did you accurately diagnose the political landscape in advance of entering that position? What could you have done differently to better understand the political landscape before joining? In the first few months?

- (3) Considering the specific political challenge you faced and your personal influence skills (thinking back on the various exercises and memos throughout the semester), identify concepts we have discussed in class that would have helped you respond in a more politically effective manner. What could you have done differently to be more influential or to achieve a more favorable outcome?
- (4) Looking ahead, what are your career goals in the short-term (one to three years)? Think about an organization you hope to join or launch after graduating from CBS. What will it take to enter/start this organization?
- (5) What is your action plan for building power and becoming influential in your next work setting? Think about what you will do before even entering and early on in a new role. What dimensions do you anticipate being challenging? How will you overcome or prepare for these challenges? Be specific.
- (6) What ethical and social dilemmas might you encounter in implementing this plan and how would you handle these dilemmas? How will you remain authentic in the process?

Option 2: Planning for Your Upcoming Position

This prompt will be most useful if you have a job or internship that you will be entering. The final paper will give you an opportunity to apply the concepts and lessons from the course to this new position and organization. The purpose is not to simply restate what we have covered in class. Instead, you should apply course concepts and tools to develop deeper insight into a pivotal episode in your career.

You are free to structure the memo as you see fit, but effective final papers address the following topics:

- (1) Provide a brief biographical sketch. Be sure to include details that are important for understanding the remainder of your paper (e.g., details about the organization and job you will be discussing; whether you have interned at the organization etc.).
- (2) How well do you currently understand the political environment you will be entering when you join this organization (e.g., in the industry/sector, organization, team)? What steps have you taken, or do you plan to take, to better understand and prepare for this new role before joining? What will you do in the first few months? Be specific.
- (3) What are your career goals in the short-term (one to three years)? What do you hope to accomplish in this new role? What do you envision your career trajectory looking like over this time period?
- (4) Consider which elements of power and influence will be important for achieving your goals and your personal influence skills (thinking back on the various exercises and memos throughout the semester). Which elements will be easier versus more challenging for you to master?
- (5) What is your action plan for building power and becoming influential in this setting? Think about what you will do early on in the new role, and how your actions will need to

evolve over time. How will you overcome or prepare for elements you identified as being more challenging? Be specific.

(6) What ethical and social dilemmas might you encounter in implementing this plan and how would you handle these dilemmas? How will you remain authentic in the process?

REQUIRED COURSE MATERIALS

Cialdini, R. B. *Influence: The Psychology of Persuasion*. New York: William Morrow.

Pfeffer, J. *Managing with Power: Politics and Influence in Organizations*. Boston, MA: Harvard Business School Press. (MWP)

Cases and all other supplemental readings are posted to Canvas.

COURSE OUTLINE

Part I: Political Mapping and Sources of Power	
Sessions 1-2	Course Introduction
Sessions 3-5	Individual Sources of Power
Sessions 6-7	Relational Sources of Power
Part II: Power and Influence in Interpersonal Relations	
Sessions 8-9	Developing Powerful Networks
Session 10	Influence Tactics
Sessions 11-12	The Power of Communication
Part III: Power and Influence in Organizations	
Sessions 13-14	Applying Concepts to Your Career
Sessions 15-16	Power Dynamics across the Hierarchy
Sessions 17-18	Being Influential and Authentic
Part IV: Integrating Concepts	
Session 19	Power in Complex Environments
Sessions 20-21	Successfully Driving Implementation
Sessions 22-24	Review and Course Wrap-up