

MOR 472 – Power, Politics, and Influence

Syllabus – Fall 2014 – M/W 4:00 to 5:50 pm

Professor: Robert B. Turrill PhD

Office: Bridge Hall 303D

Office Phone: (213) 740-0732

Office Hours: Tuesday 2:30 to 5:30 pm, and by appointment

E-mail: robert.turrill@marshall.usc.edu

Course Description

The major theme of this elective course is understanding the nature, sources, uses, and development of power and influence within formal organizations. It addresses both formal and informal sources of power, and how power is used to accomplish both organizational as well as personal goals. While this course focuses primarily at the organizational and managerial levels of power, understanding power and influence requires understanding one's personal relationship with power issues, skills, behavior, and values. Understanding one's own ability to influence others and organizational outcomes complements understanding the expression of power organizationally.

Learning Objectives

1. To understand the nature, sources, and uses of organizational power.
2. To understand how managers use power and influence to attain organizational goals.
3. To learn how to observe and analyze organizational situations that involve the use of power and organizational politics.
4. To understand issues of power at the individual, interpersonal, team, intergroup, and organizational levels within an organization.
5. To understand one's own view of power, power motives, values, and skills, and to develop one's ability to contribute more powerfully to organizational success, in various organizational contexts.
6. To understand how to create and share power and influence for organizational effectiveness.

Required Materials

POWER: WHY SOME PEOPLE HAVE IT AND OTHERS DON'T, Jeffrey Pfeffer,
Harper Collins, 2010.

WORKING WITH EMOTIONAL INTELLIGENCE, Daniel Goleman, Bantam Books,
2000, 2006

COURSE READER (in Bookstore) – Articles and Cases

MOR 472 - Power, Politics, and Influence - pg 2

Prerequisites: None.

Course Notes

1. Course requirements are designed to keep you prepared and involved in the daily case discussions and other activities of the class. Your attendance, preparation, and participation are essential to contribute to the success of the course for all involved. Attendance will be recorded each day, and you are expected to be present the entire class, and on time, to receive credit for attendance. Excessive absences (more than three) will negatively affect your final grade in the course. Each absence over three may reduce your course grade by one-third of a grade, e.g., from a B to a B-.
2. During case discussions, videos, guest speakers, and presentation of material by the instructor, other students, or student teams, laptops and tablets should be closed and all electronic devices, including phones should be turned off.
3. Power point presentations will be posted on Blackboard under “content.” Students are expected to keep up with posted “assignments,” and “announcements” as well.

Grading Policies

1. Each graded assignment will be evaluated on a 10-point scale where 9-10 is an “excellent” analysis, case, or project. This allows for everyone to do well on any particular assignment, e.g., the team project.
2. At the end of the semester, final grades represent how you perform in the class relative to other students. Final course grading will be in accordance with the policy of the Marshall School of Business, which is an average of 3.3 GPA for an elective course. Your final course grade is based on the total of the weighted percentage of all assignments in relation to the other students in the class, which results in an overall class ranking based on your performance on all the graded activities.
3. Peer evaluation will be available for team use to adjust team case and project grades based on individual member contribution and performance within the team.
4. Assignments must be submitted on the day they are scheduled, and case assignments cannot be submitted late because we will discuss the case the day it is due. All case assignments and team project assignments must be submitted in hard copy. Make-up exams will not be scheduled unless there is a confirmed emergency or illness, and this also applies to other written assignments.

Graded Assignments

Exam:	Mid-term exam	20%
Team assignments:	Team case presentation and write-up	15%
	Team organization/community project	20%
Individual:	Self-assessment profile and summary (due on final date)	20%
Case notes:	Four sets of notes are required	15%
Participation and preparation		10%
TOTAL		100%

MOR 472 - Power, Politics, and Influence - pg 3

Final drop date for the course and attendance at the first two class sessions

The final drop date for the course with a grade of “W” is the end of the 12th week of class, November 14. You may be dropped from the class if you do not attend the first two sessions of the class. Please let me know if you cannot attend these first two classes.

Retention of Graded Coursework

Final exams and all other graded papers not returned to the student will be kept for one year after the end of the fall semester.

Statement for Students with Disabilities

Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me as early in the semester as possible. DSP is located in STU 301 and is open 8:30 am to 5:00 pm, Monday through Friday. The phone number for DSP is (213) 740-0776. For more information visit www.usc.edu/disability.

Statement on Academic Integrity

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. All students are expected to understand and abide by these principles. *SCampus*, the Student Guidebook, (www.usc.edu/scampus or <http://scampus.usc.edu>) contains the University Student Conduct Code (see University Governance, Section 11.00), while the recommended sanctions are located in Appendix A.

Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review, should there be any suspicion of academic dishonesty. The Review process can be found at: <http://www.usc.edu/student-affairs/SJACS/>. Failure to adhere to the academic conduct standards set forth by these guidelines and our programs will not be tolerated by the USC Marshall community and can lead to dismissal.

Emergency Preparedness/Course Continuity

In case of a declared emergency if travel to campus is not feasible, USC executive leadership will announce an electronic way for instructors to teach students in their residence halls or homes using a combination of Blackboard, teleconferencing, and other technologies.

Please activate your course in Blackboard with access to the course syllabus. Whether or not you use Blackboard regularly, these preparations will be crucial in an emergency. USC's Blackboard learning management system and support information is available at blackboard.usc.edu.

MOR 472 - Power, Politics, and Influence - pg 4

Course Format

To achieve our objectives we will use multiple learning strategies, including self-assessment, actual cases of organization issues, videos, experiential exercises, team projects, lectures, guest speakers, and some field work. Learning how to observe, diagnose, and intervene into actual case situations will be a major part of the course structure.

Cases: In most weeks there will be a major case discussion of the sources and uses of power. A major objective in using cases is to begin to develop a sensitivity to “power opportunities” and how to use influence to achieve goals while maintaining the integrity of the organization and the participants in the situation. We will look at the abuses, misuses, and unintended consequences of the use of power as well as the appropriate development and effective use of power. For four of the of the ten case discussions, you will turn in no more than three (3) pages of typed notes (double spaced) responding to questions posted for each case weekly. Your team will also write up and present one of the assigned cases to the class on the day the selected case is assigned and conduct the discussion of the case as well. It is important, therefore, that you get deeply into each case in preparation for our class discussions and practice perceiving and analyzing situations in terms of power and influence. Members of the team presenting the case, may not use that case as one of their four sets of notes.

Teams: Teams will be formed early in the semester. The teams have dual purposes: to produce two team products and to act as a study team throughout the semester. High performance teams are powerful! They can achieve more than just the sum of the individual contributions to the team. Collaboration and shared influence will be discussed as key methods of creating and expressing power. Each team will select one of the cases assigned to analyze, write-up, and present to the class (seven to eight [7-8] pages, double spaced) based on the questions posted for that particular case. Each team will also complete a team project and present it to the class at the end of the semester. The project can be either a community-service based project that engages someone or some organization within the community or an organizational analysis where the team presents their understanding of the power and influence patterns and outcomes of an actual organization the team visits. (An assignment instruction sheet will be distributed later in the semester.)

Self-Assessment: There will be several self-assessment opportunities throughout the semester, with the purpose of developing a personal profile of one’s power orientation, skills, and development. At the end of the semester, each student will write a paper (9 - 10 double-spaced pages) based on their self-assessment of their power and influence capabilities, as well as their progress toward achieving their developmental goals during the semester. An assignment sheet will be provided with more detail.

MOR 472 - Power, Politics, and Influence - pg 5

Course Outline of Topics and Assignments

Students are expected to have completed the assigned reading and the cases on the dates scheduled below. Questions will be assigned for each case to direct your analysis, understanding, and your notes. There is no standard format for your case notes except to respond to the posted questions. Write no more than three (3) double-spaced pages for four (4) of the assigned cases of your choice. "R" means the article or case is in the Reader for the course.

Week 1 August 25 - Introduction to the Course

August 27 - The Nature of Power and Influence

Assignments: Read Pfeffer, Introduction and Ch 1; "Power Dynamics in Orgs" - R.

Week 2 September 1 - Labor Day Holiday

September 3 - The Power of Emotional Intelligence

Assignments: Read Goleman, Ch 1-6; Pfeffer, Ch 2;
CASE 1 - "BOB KNOWLTON" - R.

Week 3 September 8 - Asserting Oneself

Assignments: Read Pfeffer, Ch 3-4; "Asserting Yourself. . ." - R;
Meet in the ELC in JKP 301

September 10 - CASE 2 - "ERIK PETERSON" (A)(B)

Week 4 September 15 - Interpersonal Influence

Assignments: Read Pfeffer, Ch 8; Read "Influence Tactics" - R.

September 17 - Reputation and Influence

Assignments: CASE 3 - "ERIK PETERSON(C)(D)" - R.

Week 5 September 22 - Meet in the ELC in JKP

Assignments: Bring personal goals for semester.

September 24 - Social Skills and Empathy

Assignments: Read Goleman, Ch 7-9;
CASE 4 - "KAREN LEARY(A)(B)" - R.

Week 6 September 29 - Guest speaker - Dean Ellis, Marshall

Assignments: Read Pfeffer, Ch 9-10.

October 1 - Managing Conflict and Setbacks

Assignments: Read Pfeffer, Ch 9, 10

Week 7 October 6 - Team Process Skills and Development

Assignments: Read "A Note on Team Process" - R.

MOR 472 - Power, Politics, and Influence - pg 6

October 8 - Task Force Groups and Teams

Assignments: Read “Managing A Task Force,” - R;
CASE 5 - “ASTON-BLAIR, INC” - R.

Week 8 October 13 - Meet in the ELC in JKP

Assignments: Read Goleman, Ch 12-13; Organizational EQ.

October 15 - Midterm Exam

Week 9 October 20 - Guest Speaker - Chris Harrer

Assignments: Read Pfeffer, Ch 5 and 7.

October 22 - Managerial Power and Influence

Assignments: Read “What It Really Means to Manage” - R;
CASE 6 - “JEFFREY SMITH” - R.

Week 10 October 27 - Meet in the ELC in JKP

Assignments: Read Pfeffer, Ch 11 and 12; “How Fluent Are You . . .” - R.

October 29 - Developing Mutual Influence

Assignments: Read “Enhancing Power Through Mutual Influence” - R;
CASE 7 - “JENSEN SHOES” (two cases) - R.

Week 11 November 3 - Power of Persuasion

In class video “Power of Persuasion”

Assignments: Read “The Necessary Art of Persuasion” - R.

November 5 - Influence Without Authority

Assignments: Read “Exerting Influence Without Authority” - R.

Week 12 November 10 - Meet in the ELC in JKP - Guest Speaker - Alyson Daichendt

November 12 - Building Coalitions

Assignments: Read “Building Coalitions” - R;
CASE 8 - “JACK THOMAS” - R.

Week 13 November 17 - Managing Up!

Assignments: Read “Managing Your Boss” - R.

November 19 - CASE 9 - “LISA BENTON(A)”

Week 14 November 24 - Power of Networking

Assignments: Read Pfeffer, Ch 6; “Managerial Networks” - R;
CASE 10 - “HEIDI ROIZEN” - R.

November 26 - Thanksgiving Holiday

MOR 472 - Power, Politics, and Influence - pg 7

Week 15 December 1 - Team Project Presentations

Assignments: Read Pfeffer, Ch 13.

December 3 - Team Project Presentations

Course evaluation.

December 5 - Team Projects (Written) Due

December 10 - Individual Paper Due by 4:30 pm