

FOR BIDDING PURPOSES ONLY

MANAGEMENT B8531 – SECTION 001 POWER, INFLUENCE AND NETWORKS SPRING 2017

Spring 2016
Tuesday and Thursday, 10:45 – 12:15
Uris 331

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Office Hours: by appointment

*"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.

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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 four types of work throughout the semester: (a) class participation (30%); (b) memo (20%); (c) short assignments and exercises (20%); and (d) a final paper (30%).

Class Participation (30%):

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. Bring your nameplate and be prepared for cold calling.

Participating: Be an active and conscientious participant in class discussion and exercises. This means that electronic devices such as laptops, tablets, and smartphones are not allowed during class, except during sessions where the use of these devices is a part of in-class work.

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. You will have opportunities to make contributions at several points during each session. The level and

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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.

Memo (20%)

This memo is a short written assignment (less than 750 words), intended to help you learn from your past work experience and to apply lessons from this class to your past, current, and future work and careers. 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. Further, this memo will prove useful in writing your final paper.

Reflection Exercises and Other Short Assignments (20%):

Over the course of the semester you will be responsible for submitting several short reflections and exercises, as outlined in the detailed section for each session below. These assignments are to help you understand how to apply the tools you learn in class by helping you draw connections between course concepts and your own experiences. These assignments will be graded solely on timely completion.

Final paper (30%)

The final paper (less than 2,500 words) involves creating a plan of action to help you chart your short- to medium-term career development strategy. Drawing on your insights from your Memo and other exercises, you will have an opportunity to apply additional concepts and lessons from the course to your current position (or to potential future positions you might be considering).

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.

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COURSE OUTLINE

Part I: Political Mapping and Sources of Power	
Week 1	Course Introduction
Week 2	Individual Sources of Power
Week 3	Relational Sources of Power
Part II: Power and Influence in Interpersonal Relations	
Week 4	Accessing Network Advantages
Week 5	Power and Influence in Communication
Week 6	Influence Tactics
Part III: Power and Influence in Organizations	
Week 7	Being an Organizational Member
Week 8	Power Dynamics across the Hierarchy
Week 9	Leading and Managing
Week 10 (session 1)	Power in Complex Environments
Part IV: Integrating Concepts	
Week 10 (session 2)	Leading Organizational Change
Week 11	Leading Organizational Change (continued)
Week 12	Review and Course Wrap-up