



MGMT 5112 A Power and Influence in Organizations

FALL 2025

Instructor	Alton Wu
Email Address	alton.wu@carleton.ca
Class Times	Thursday: 8:35AM-11:25AM
Modality	In-person
Office Hours	E-mail me and we'll connect at a mutually suitable time
Office Location	Nicol Building, 7014, Desk 6
TA Name/Email	TBD

Pre-Requisites & Preclusions:

Prerequisites: [MGMT 5100](#).

Preclusions: none

Find the pre-requisites & precludes at: <https://calendar.carleton.ca/grad/courses/>

Course Description/Instructor's Statement

Carleton Calendar Description (Find at <https://calendar.carleton.ca/grad/courses/>)

The role of power and influence in organizations. Sources of power, the effectiveness of various influence tactics, the implications of powerlessness, types of empowerment, organizational politics and fostering constructive versus destructive political behaviour in organizations.

Instructor's Description:

The overall objective of this course is to raise the student's awareness of the existence and importance of power, influence, and political behaviour within any multi-person organization. Following full engagement and participation, each student should expect to achieve the following learning outcomes by the end of this course:

Course Learning Objectives:

1. Recognize and understand elements of power and influence in group settings and organizations
2. Conceptualize how you will work with power and influence as an established or a future leader
3. Understand how to grow and leverage your influence, and how to deal with underlying challenges
4. Explore the link between personal and positional power, and how they can impact each other
5. Enhance your understanding of your own approach to power and influence, and how to leverage it

Required/Optional Materials & Prices

- Pfeffer, J. (2010). *Power: Why some people have it--and others don't*. HarperBusiness.
- PRICE \$40.50
- ISBN; 9780061789083

Please purchase the textbook(s) from the campus bookstore in Nideyinàn (formerly the University Centre) or through the bookstore website: <https://carleton.ca/campus-services/the-bookstore/>.

Grading Scheme

Class Engagement	10
Personal Reflection	20
Individual Assignment	30
Group Project	40
TOTAL	100%

Important Dates to Note

Class Engagement	Ongoing
Personal Reflection	September 18 th , 2025
Individual Assignment	October 16 th , 2025
Group Assignment	October 9 th , 2025

Final Exam Date:

University Academic Calendar: <https://calendar.carleton.ca/academicyear/>

Policies & Accommodations

<https://students.carleton.ca/course-outline/>

<https://carleton.ca/pmc/current-students/academic-accommodations/>



Stay updated with important notifications and announcements from Carleton University, by downloading the Carleton University App!

Additional Information on Deliverables and Grading

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components.

Personal Reflection (10%)

See our course Brightspace for further details.

Group Assignment (30%)

See our course Brightspace for further details.

Class Engagement (30%)

See our course Brightspace for further details.

Individual Assignment (30%)

See our course Brightspace for further details.

Late Assignments:

Deadlines are very important; all deadlines are firm and must be respected. Assignments must be handed in before the date and time at which they are due. **Late assignments will not be accepted or graded.** save for exceptional and extenuating circumstances.

Deadline extensions may be granted only under these *extenuating circumstances* (e.g., illness, family emergency,) supported by appropriate evidence or documentation. Requests for a deadline extension must be communicated as early as feasible, and at least 24 hours before the deadline.

Computer or other technology, work, other classes, social plans, (“accidently”) submitting the wrong file, travel plans, weather, traffic, transit, vehicle, carpool arrangements, children, pets, an anniversary, being oblivious, “missing” an email, “forgetting” to submit, being unaware of policies, a concert, a sporting event, your spouse/partners obligations, an election, are prime examples of what is not considered an extenuating circumstance. Per the [Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances](#), extenuating circumstances are ones that:

- are beyond a student's control;
- have a significant impact on the student's capacity to meet their academic obligations; and
- could not have reasonably been prevented.

Preparation and Participation:

This is not a course that can be taught in a lecture format only. Students must personally wrestle with concepts discussed in order to benefit from the course. Therefore, in addition to class lectures, teaching methodologies will include:

- PowerPoint lecture slides posted on the Brightspace;
- PowerPoint slides do not include everything covered in class;
- Student questions posed in class;
- Small group discussions during class;
- Excerpts from videos, guest lecturers;
- Case studies;
- Discussion of current events relevant to course topics;
- Student involvement in reports, role plays and simulation exercises.

Miscellaneous:

- Check Brightspace frequently. It is your responsibility to access this site regularly for course updates / announcements.
- You will display your name tent every class, so the Instructor and others can know your name
- Read the assigned readings before the class so that you are prepared to discuss.

- Participate in the class and join from the start. If you face an unavoidable circumstance and are late, please enter quietly and avoid disruption.
- It is best to reach me by email. Please state your name, student # & course # in the subject line of all emails and only email from your CU account.
 - I will try to respond within 24 hours of receipt of emails received between Monday (after 8:00) & Friday (before 16:00). Kindly don't follow up and send multiple emails in succession. Please allow two (2) business days response time for me to get back to you.
- Reading instructions is super key, I like rewarding students who are thorough in completing this. To affirm you have read the syllabus in its entirety, you may communicate to the Instructor, at any point before the second week of class begins that you would like this additional bonus engagement mark
- Respect other people's time. Be on time for any assignment, discussion, meeting and class; make sure your devices are ready so fewer tech issue will occur; stick to the topic in order to reduce irrelative information; use clear and concise language for efficient communication; try not to delay replying to any messages or emails;
- Be open-minded. Always respect other people's ideas and opinions even they differ from yours; give your opinions in an open and welcome way; when challenging other people's ideas, express your opinion in a peaceful way, and make sure the goal is to increase everyone's knowledge.
- Make sure your and other people's information is secure. Only share information directly related to the topics in the courses or emails; don't share any confidential information with other people; make sure your message or email is sent to the right person and avoid put the information in a group chat or "reply to all"; ask for permission if you need to take other people's contribution out of the classroom.

Contribution to Program Learning Goals ([MBA](#)):

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught <u>and</u> Assessed
MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i>				✓
MB2 Communication <i>Graduates will be effective communicators</i>				✓
MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>				✓

MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i>		✓		
MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i>		✓		
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i>			✓	

COURSE SCHEDULE

Week	Date	Topic/Agenda	Pre-class Prep
1	Thursday, September 4, 2025	An Introduction to Power & Influence	<p>Pfeffer, Jeffrey. You're still the same: Why theories of power hold over time and across contexts. Academy of Management Perspectives, 27(4), 269-280.</p> <p>Pfeffer, Jeffrey. "Power play." <i>Harvard Business Review</i> 88.7/8 (2010): 847-92.</p> <p>Bilton, Nick. "All is fair in love and Twitter." <i>The New York Times</i> (2013).</p>
2	Thursday, September 11, 2025	Personal Power & Your Influence	<p>Pfeffer, Jeffrey. Power: Why some people have it and others don't. (2010): Chapter 2.</p> <p>Lingo, Elizabeth L. & McGinn, Kathleen L. A New Prescription for Power (HBR 2020).</p> <p>Drucker, Peter F. Managing oneself. <i>Harvard Business Review</i>. 83.1 (2005): 100-109</p>
3	Thursday, September 18, 2025	Growing Power & Influence Personal Reflection due	<p>Pfeffer, Jeffrey. Power: Why some people have it and others don't. (2010): Chapters 3 & 5.</p> <p>Rubin, Harriet. "Shall I Compare Thee to an Andy Grove?" <i>Strategy & Business</i> (2007).</p>

4	Thursday, September 25, 2025	Positional Power & Leading with Influence	<p>Pfeffer, Jeffrey. Managing with power: Politics and influence in organizations. Harvard Business Press. (1994): Chapter 18.</p> <p>Ibarra, Herminia. The authenticity paradox. Harvard Business Review. 93.1/2 (2015): 53-59.</p> <p>Battilana, J., & Casciaro, T. (2021). Don't Let Power Corrupt You How to exercise influence without losing your moral compass. Harvard Business Review, 99(5).</p>
5	Thursday, October 2, 2025	M5: Connecting with People	<p>Battilana, J., & Casciaro, T. (2013). The network secrets of great change agents. Harvard Business Review, 91(7), 62-68.</p> <p>Walter, Jorge, Daniel Z. Levin, and J. Keith Murnighan. "How to reconnect for maximum impact." MIT Sloan Management Review 57.3 (2016): 18-20.</p> <p>Casciaro, T., Gino, F., & Kouchaki, M. (2016). Managing Yourself—Learn to Love Networking. Harvard Business Review, 94(5), 104-107.</p>
6	Thursday, October 9, 2025	<p>Issues & Obstacles</p> <p>--- Group Assignment due</p> <p>Submit presentations before class on Oct 9</p>	
7	Thursday, October 16, 2025	Individual Assignment	

ADDITIONAL INFORMATION

Course Sharing Websites:

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Recommended Calculator for Examinations:

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group Work:

The Sprott School of Business encourages group assignments. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Individual Evaluation within Team Assessments Procedure

This procedure governs how individual performance is assessment within team assessments. Professors use rubrics to evaluate all team assessments. Professors will assign individual team member's grades based on each of the individual measurements, which will include peer evaluation. Thus, individual student grades may differ from the team grade.

Please see the document "Individual Evaluation within Team Assessments Procedure" posted in the course Brightspace page.

Letter Grades:

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

Grades entered by Registrar:

WDN = Withdrawn from the course
DEF = Deferred

Academic Regulations:

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<https://calendar.carleton.ca/grad/gradregulations/>

Artificial Intelligence (AI)

The educational value of this course lies not only in the mastery of course content but also in the process of engaging first with the material. The work you do in this course is intended to strengthen original thought, critical thinking, and individual problem-solving skills. The use of generative AI to complete work compromises the learning process and the achievement of course learning outcomes.

Using AI tools to generate content for assignments and presenting it as one's own original work, as well as copying or paraphrasing the content produced by AI tools without proper citations and the instructor's consent, are both considered to be in violation of academic integrity. **Therefore, using content generated by AI and claiming it as your own work is explicitly prohibited.** Violations of these expectations will be brought forward as instances of a departure from academic integrity. See [Carleton's policy on academic integrity](#) for more information.

Requests for Academic Accommodation:

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

- **Pregnancy**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Religious Obligations**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. <https://carleton.ca/pmc/>

- **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: <https://students.carleton.ca/course-outline/>

Academic Integrity:

Violations of academic integrity—presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student—are a serious academic offence, weaken the quality of the degree, and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>

Centre for Student Academic Support:

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: <https://carleton.ca/csas/>

Other Important Information:

- Students must always retain a copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton cmail account. If you do not have or have yet to activate this account, you can do so by visiting <https://carleton.ca/its/get-started/new-students-2/>