



The Leon Recanati Graduate School of Business Administration

1243.3551.02 – Power and Hierarchy in Organizations

(Prerequisites: Managing People and Systems)

Second Semester – 2018/19

| Section | Day | Hour | Exam date | Lecturer | Email | Telephone |
|---------|---------------------------|-------------|--|---------------------|--|-----------|
| 01 | Wednesday (First half) | 15:45-18:30 | As posted on the list of exams | Prof. Daniel Heller | dheller@post.tau.ac.il | 6409739 |

Teaching Assistant (TA): Oneg Singer onegsing@post.tau.ac.il

Office Hours: By appointment

Course Units

1 course unit = 4 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

Course Description

Power is part of the reality of everyday life of any organization, whether a financial institution, a high-tech company, or a non-profit. Moreover, power is a key mechanism through which organizations operate. This course will enable students to learn and understand this complex mechanism, in order to help them navigate the processes of gaining and implementing power throughout their careers. In addition, we will discuss the effects of power and hierarchy on a variety of business phenomena such as decision making, risk taking, moral behavior, team performance, and job interview success. Classes are based on lectures, case studies, in-class exercises, student presentations, and videos.

Course Objectives

Upon completion of the course, the student will be able to:

1. Understand the basic power sources in organizations
2. Understand the positive and negative consequences of power
3. Understand and diagnose their own power in their work organization
4. Develop possible career paths for gaining power and to develop skills in using power

Evaluation of Student and Composition of Grade

| Percentage | Assignment | Date | Group Size/Comments |
|------------|---|-----------------------|--|
| 5% | Class Exercises | Throughout the course | Submission of 3 out of 4 class exercises |
| 25% | Senior Manager Analysis– Presentations | Weeks 4 and 5 | in pairs |
| 70% | Final Project – Junior Manager Interview | TBD | in pairs |

- * According to University regulations, participation in all classes of a course is mandatory (Article 5).
- * Students who are absent from class or do not actively participate in class may be removed from the course at the discretion of the lecturer. (Students remain financially liable for the course even if they are removed.)

Course Assignments

** Assignments guidelines will be published at the beginning of the course **

Students who are unable to complete an assignment or course requirement must notify the TA of the course in advance via email

Grading Policy

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Accordingly, the final average grade for this course (which is an elective) will be in the range of 83-87. Additional information regarding this policy can be found on the Faculty website.

Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey to evaluate the instructor and the course, to provide feedback for the benefit of the students, the teachers and the university.

Course Site (Moodle)

The course site will be the primary tool to communicate messages and material to students. You should check the course site regularly for information on classes, assignments and exams, at the end of the course as well.

Course material will be available on the course site.

Please note that topics that are not covered in the course material but are discussed in class are considered integral to the course.

Course Outline*

*Subject to change

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| Week 1: February 27 | Power, not what you thought... + Class Exercise |
| <ul style="list-style-type: none"> • Pfeffer, J. (2010). Power Play. (cover story). <i>Harvard Business Review</i>, 88, 84-92. • Gladwell, M. (2009). How David Beats Goliath: When Underdogs Break the Rules. <i>New Yorker</i>, May 11, 2009. http://www.newyorker.com/reporting/2009/05/11/090511fa_fact_gladwell • Eagly, A. H., & Carli, L. L. (2007). Women and the labyrinth of leadership. <i>Harvard Business Review</i>, 85, 62. | |
| Weeks 2-3: March 6, March 13 | Paths to Power: Characteristics, behaviors, and networking + Class Exercises |
| <ul style="list-style-type: none"> • Carney, D. R., Cuddy, A. J., & Yap, A. J. (2010). Power posing brief nonverbal displays affect neuroendocrine levels and risk tolerance. <i>Psychological Science</i>, 21, 1363-1368. • Hill, L. (1994). Power dynamics in organizations. <i>Harvard Business School</i>, 9, 1-13. • Van Kleef, G. A., Homan, A. C., Finkenauer, C., Gündemir, S., & Stamkou, E. (2011). Breaking the Rules to Rise to Power How Norm Violators Gain Power in the Eyes of Others. <i>Social Psychological and Personality Science</i>, 2, 500-507. • Kennedy, J. A., Anderson, C., & Moore, D. M. (2013). When overconfidence is revealed to others: Testing the status-enhancement theory of overconfidence. <i>Organizational Behavior and Human Decision Processes</i>, 122, 266-279. • Cuddy, A. J., Kohut, M., & Neffinger, J. (2013). Connect, then Lead. <i>Harvard Business Review</i>, 91, 54-61. • Grant, A. (2013). In the company of givers and takers. <i>Harvard Business Review</i>, 91, 90-97. • Uzzi, B., & Dunlap, S. (2005). How to build your network. <i>Harvard Business Review</i>, 83, 53. • Heidi Roizen - case study. • Keith Ferrazzi-case study. | |
| Week 4: March 20 | Senior Manager Analysis– Presentations |
| Week 5: March 27 | Senior Manager Analysis– Presentations (cont.) + Power Outcomes (theories, findings) |
| <ul style="list-style-type: none"> • Fast, N. J., Sivanathan, N., Mayer, N. D., & Galinsky, A. D. (2012). Power and overconfident decision-making. <i>Organizational behavior and human decision processes</i>, 117, 249-260. • See, K.E., Morrison, E.W., Rothman, N.B., & Soll, J.B. (2011). The detrimental effects of power on confidence, advice taking, and accuracy. <i>Organizational Behavior and Human Decision Processes</i>, 116, 272-285. • Cuddy, A. J. C., Wilmuth, C., & Carney, D. R. (2015). Preparatory power poses enhance performance. <i>Journal of Applied Psychology</i>, 100, 1286-1295. • Giessner, S. R., & Schubert, T. W. (2007). High in the hierarchy: How vertical location and judgments of leaders' power are interrelated. <i>Organizational Behavior and Human Decision Processes</i>, 104, 30-44. • Piff, P. K.,... , & Keltner, D. (2012). Higher social class predicts increased unethical behavior. <i>Proceedings of the National Academy of Sciences</i>, 109, 4086-4091. | |

- Pitesa, M. & Thau, S. (2013). Masters of the universe: How power and accountability influence self-serving financial investment decisions under moral hazard. *Journal of Applied Psychology, 98*, 550–555.
 - Tost, L., Gino, F., & Larrick, R. P. (2013). When power makes others speechless: The negative impact of leader power on team performance. *Academy of Management Journal, 56*, 1465-1486.
- Aime, F., Humphrey, S. E., DeRue, D. S., & Paul, J. (2014). The riddle of heterarchy: Power transitions in cross-functional teams. *Academy of Management Journal, 57*, 327-352.

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| Week 6: April 3 | No class meeting |
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| Week 7: April 10 | Power Dynamics + Course summary + Final Class Exercise |
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- Dynamics**
- Magee, J. C., & Galinsky, A. D. (2008). Social Hierarchy: The Self-Reinforcing Nature of Power and Status. *The Academy of Management Annals, 2*, 351-398.
 - Brion, S. & Anderson, C. (2013). The Loss of Power: How Illusions of Alliance Contribute to Powerholders' Downfall. *Organizational Behavior and Human Decision Processes, 121*, 129-139.
 - Marr, J.C. & Thau, S. (2014). Falling from great (and not so great) heights: Status loss and performance in groups. *Academy of Management Journal, 57*, 223–248.
 - Pfeffer chapters 11, 12.