**Wayland Mission Statement**

Wayland Baptist University exists to educate students in an academically challenging, learning-focused, and distinctively Christian environment for professional success, and service to God and humankind.

**Contact Information**

**Course**

: MGMT 5342 – Power & Politics in Organizations

**Campus**

: WBUonline

**Term/Session**

**:** Fall 2025 1

**Instructor**

**:** Dr. Melody Bourne, DBA

**Office Phone Number/Cell #**

**:** 770-713-1139

**WBU Email Address**

**:** melody.bourne@wayland.wbu.edu

**Office Hours, Building, and Location**

**:** Monday – Friday 9:00 am to 7:00 pm (Central Time)

**Class Meeting Time and Location**

**:** WBU online

**Catalog Description**

**:**

Examines, enhances, and expands competencies in identifying, analyzing, and engaging in the use of power and politics within an organizational setting. An examination in the influence power and politics has on managerial decision-making and organizational conflict.

**Prerequisite:**

None

**Textbook Information**

**Required Textbook(s) and/or Required Materials**

**:**

| **BOOK** | **AUTHOR** | **ED** | **YEAR** | **PUBLISHER** | **ISBN#** |
| --- | --- | --- | --- | --- | --- |
| Managing with Power: Politics and Influence in Organizations | Pfeffer |  | 2010 | Harvard Business Review Press | 9781-42214-3452 |

*This course is part of the* ***Pioneer Academic Access Program****. You will have access to an eBook, access code, and interactive learning material on the first day of class through your Blackboard course site. You will be notified via email with access instructions and additional information. If the course requires a physical book you can order at bookstore.wbu.edu. You can choose to opt-out, however if you do you will lose access to* ***EVERY******class/material*** *and have to source through third party vendors.*

**Optional Materials**

**:** None

**Course Outcome Competencies**

**:**

* Assess political styles within an organization and discuss the individual and organizational factors which stimulate political behavior.
* Determine methodology for systematically assessing an organization’s political environment.
* Predict the range of strategic orientations, tactics, and techniques that ethical and unethical power-users may adopt.
* Analyze individual’s, department’s and organization’s power base to influence desired outcomes.

# Discuss how politically savvy leaders enact effective interventions within highly-competitive and challenging organizational cultures (domestic and multinational).

**Attendance Requirements**

WBUonline

Students are expected to participate in all required instructional activities in their courses. Online courses are no different in this regard; however, participation must be defined in a different manner. Student “attendance” in an online course is defined as active participation in the course as described in the course syllabus. Instructors in online courses are responsible for providing students with clear instructions for how they are required to participate in the course. Additionally, instructors are responsible for incorporating specific instructional activities within their course and will, at a minimum, have weekly mechanisms for documenting student participation. These mechanisms may include, but are not limited to, participating in a weekly discussion board, submitting/completing assignments in Blackboard, or communicating with the instructor. Students aware of necessary absences must inform the professor with as much advance notice as possible in order to make appropriate arrangements. Any student absent 25 percent or more of the online course, i.e., non-participatory during 2 or more weeks of an 8-week session, may receive an F for that course. Instructors may also file a Report of Unsatisfactory Progress for students with excessive non-participation. Any student who has not actively participated in an online class prior to the census date for any given session is considered a “no-show” and will be administratively withdrawn from the class without record. To be counted as actively participating, it is not sufficient to log in and view the course. The student must be submitting work as described in the course syllabus. Additional attendance and participation policies for each course, as defined by the instructor in the course syllabus, are considered a part of the university’s attendance policy.

**University Policies**

**Academic Integrity**

**:**

[Link to Statement on Academic Integrity](https://www.wbu.edu/academics/writing-center/Academic%20Integrity%20Statement%20Pol%208.4.1%20Attch%20Oct%2020222.pdf)

**Artificial Intelligence:**

* 1. **Generative AI tools permitted in specific context and with proper citations.**
     1. Students are allowed to use, reference, or incorporate generative AI tools into specific assignments for this course. When used, students must properly cite the generative AI tool in their submitted work.
     2. While there is no true substitute for direct help and instruction for your instructor, students may be allowed to use generative AI tools to provide further explanations of course content, readings, and other assignments. Any use of generative AI tools to help further explain or translate content must be properly referenced and cited.
     3. Specific parameters for generative AI usage are provided by the instructor.
     4. Any use of generative AI tools outside of the approved instructor parameters will be considered a form of plagiarism and academic dishonesty.
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**Disability Statement:** In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Disability Services Coordinator and Academic Coach serves as the coordinator of students with disabilities and must be contacted concerning accommodation requests. Office: (806) 291-1057. Documentation of a disability must accompany any request for accommodations.

**Course Requirements and Grading Criteria**

Weights of required assignments/activities

Class participation including Discussion Board

Weekly Discussion Questions on Blackboard (Seven weeks x 25) = 175 points

Posting General Comments = 100 points

Case Studies 2 (75 points each) =150 points

Final Paper Outline =25 points

Final Paper = 150 point

**Student Grade Appeals**

**:** Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Vice President of Academic Affairs to the Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

**Tentative Schedule**

August 11 Introductions – posted on Discussion Board

Pfeffer, Ch. 1, “Decisions and Implementation”

Pfeffer, Ch. 2, “When is Power Used?”

Pfeffer, Ch. 3, “Diagnosing Power and Dependence”

Reading and Discussion Board Due: August 17, 2025

August 17 Pfeffer, Ch. 4, "Perspectives on Where Power Comes From"

Pfeffer, Ch. 5, "Resources, Allies, and the New Golden Rule"

Blackboard Assignment

**CASE STUDY**

Reading and Discussion Board Due: August 24, 2025

August 24 Pfeffer, Ch. 6, "Location in the Communication Network"

Pfeffer, Ch. 7, "Formal Authority, Reputation, and Performance"

Pfeffer, Ch. 8, "The Importance of Being in the Right Unit"

Reading and Discussion Board Due: August 31, 2025

**Paper Outline Due!**

August 31 Pfeffer, Ch. 9, "Individual Attributes as Sources of Power"

Pfeffer, Ch. 10 "Framing: How We Look at Things Affects How They Look”

**CASE STUDY**

Reading and Discussion Board Due: September 7, 2025

September 7 Pfeffer, Ch. 11 “Interpersonal influence”

Pfeffer, Ch. 12, "Timing is (Almost) Everything"

Discussion Board and Videos Review: Due September 14, 2025

September 14 Pfeffer, Ch. 13 "The Politics of Information and Analysis"

Pfeffer, Ch. 14, "Changing Structure to Consolidate Power"

Discussion Board and Videos Review: Due September 21, 2025

September 21 Pfeffer, Ch. 15, "Symbolic Action: Language, Ceremonies and Settings”

Pfeffer, Ch. 16, "Even the Mighty Might Fall: How Power is Lost"

Discussion Board and Video Review: Due September 28,2025

September 28 Pfeffer, Ch. 17, "Managing Political Dynamics Productively"

Pfeffer, Ch. 18, "Managing with Power"

October 3 **Final Paper: “Managing with Power” Due October 3, 2025**