

## POWER STATUS AND CONFLICT IN ORGANIZATIONS (MG133)

**Course duration:** 54 hours lecture and class time (Over three weeks)

**Summer School Programme Area:** Business and Management

**LSE Teaching Department:** Department of Management

**Lead Faculty:** Dr Jeffrey Thomas (Dept. of Management)

**Pre-requisites:** None. Some knowledge of introductory economics, sociology, psychology and/or management is recommended.

### Course Description

This introductory course examines the causes and effects of power, status, and conflict within organizations. The course focuses on understanding the bright and dark sides of power and status within hierarchies, from perspectives in psychology, sociology and economics. The second focus of the course is to examine how these factors relate to conflict, rivalry, and competition within organizations.

Topics covered include:

- Power and Status in Organizations
- Competition within Hierarchies
- Strategy formulation and planning.
- The contemporary context of workplace management, for example globalisation and cross-cultural management.
- Motivations and Catalysts for Cooperation and Competition

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Teaching will be organised around daily interactive lectures and seminars. Through engaging in-class activities participants will develop their understanding of management as well as their management skills by applying learned theories to a range of interesting scenarios and problems.

Overall, the module will help students to develop a greater awareness of the types of management skills and knowledge which are increasingly sought in the workplace.

### Objectives:

1. To give students a detailed introduction to the field of management.
2. To explore the cross-disciplinary foundations of management.
3. To help students to see ways to make use of management theory in their own practice.

## Course Structure:

The class will be taught through:

- 36 lecture hours (12 x 3 hour lectures) – lectures will take place in an interactive format.
- 18 class hours (12 x 1.5 hour classes).

In addition to the above face-to-face contact time, students will be expected to prepare for lectures and classes by:

- Undertaking key readings.
- Preparing mini case studies and pre-set questions to discuss in class.

Two opportunities for formative assessment will also be offered, which are likely to take the form of:

- A one-page photo essay draft proposal. Deadline of seminar class on Day 6 but can be handed in earlier.
- An in-lecture mini-mock exam with feedback from the lecturer.

## Assessment:

The course will be assessed through:

### Participation (10% of the final grade)

You will be required to engage in lecture and seminar discussions.

### Photo Essay (25% of the final grade)

You will be required to compose a photo essay that shows the presence of course concepts and topics, in the world around you.

### Final Examination (65% of the final grade)

Students will be required to sit a 2 hour final examination (Day 15). The precise time and location of the exam will be circulated during the programme. The exam will consist of unseen questions focused on the practical application of management theory. Details of the final exam will also be distributed and discussed in class.

## Learning Outcomes:

By the end of the course, students should be able to:

1. Explain the origins of management theory and practice.
2. Evaluate the usefulness of key theories for understanding and shaping contemporary workplace management.
3. Apply management knowledge and skills to organisational contexts.

<b>Key days/dates</b>		
	<b>Lecture</b>	<b>Seminar Classes*</b>
Day 1 (Monday)	Lecture 1: Introduction to Social Hierarchy, Status, and Power	Hierarchy
Day 2 (Tuesday)	Lecture 2: Reputation, Relative Comparison, and Competitive Performance Motivation	Motivation
Day 3 (Wednesday)	Lecture 3: Labour versus Management	Labour Relations
Day 4 (Thursday)	Lecture 4: Leadership and Psychological Contracts	Leadership case study
Day 5 (Friday)	Lecture 5: Introduction to Strategy and Competitive Advantage	Introduction to Strategy <b><u>Formative Assessment:</u></b> <b>Photo essay draft outline due</b>
Day 6 (Tuesday)	Lecture 6: Staying on Top: To What Extent is Competitive Advantage Temporary versus Sustainable?	Strategic Performance
Day 7 (Monday)	Lecture 7: Organisational Structure and Competitive Agility	The Impact of Structure on Firm Performance <b><u>Formative Assessment:</u></b> <b>Mock Exam</b>
Day 8 (Wednesday)	Lecture 8: Ethics, Psychological Contracts, and Corporate Social Responsibility	Ethical Dilemmas

Day 9 (Thursday)	Lecture 9: Power, Innovation, and Change	Innovation
Day 10 (Friday)	Lecture 10: The Role of Culture in Competition and Cooperation	Cultural Management <b><u>Summative Assessment:</u></b> <b>Photo essay due</b>
Day 11 (Monday)	Lecture 11: Competition Cooperation and Everything In-Between	Billionaire Space Race Rivalry
Day 12 (Tuesday)	Lecture 12: Revision lecture	Final Seminar
Day 13 (Wednesday)	[Break]	[Break]
Day 14 (Thursday)	[Break]	[Break]
Day 15 (Friday)	<b><u>Summative (graded) Assessment: Examination</u></b>	

\*The seminar covers content from the previous day's lecture. For example, Seminar 12 will cover content from Lecture 11.

### **Lecture 1: Introduction to Social Hierarchy, Status, and Power**

This lecture will explore the historic rise of the firm and why they are so prevalent today. It will look at how, if we have firms, we seem to need managers. Then, we will consider what the role of a manager is and the key functions that a manager performs.

NB: The first few minutes of this lecture will outline the content and structure of the module, introducing the module, assessments, class structure, learning outcomes, etc.

#### **Reading list:**

- Magee, J. C., & Galinsky, A. D. (2008). Social hierarchy: The self-reinforcing nature of power and status. *Academy of Management annals*, 2(1), 351-398.
- Blader, S. L., & Chen, Y. R. (2012). Differentiating the effects of status and power: A justice perspective. *Journal of personality and social psychology*, 102(5), 994.

### **Lecture 2: Reputation, Relative Comparison, and Competitive Performance Motivation**

What is the best way to organise work to ensure motivation and performance? Is there one best way or is it all a bit more complicated than that? How what degree are people motivated by money?

This lecture will explore some of the ideas at the heart of management, regarding how we motivate people to give their best at work, and explores whether there's a one-size-fits-all strategy, or whether it all depends on circumstance. We'll look at a range of theories of motivation, the difference between extrinsic and intrinsic motivation, and how different types of motivations can interact and impact on performance. Whether and how to incentivise people, performance management systems and the role of organisational goals will also be considered.

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#### **Reading list:**

- Huczynski, A., and Buchanan, D. (2014). *Organizational Behaviour*. Chapter 9: Motivation, pp. 285 – 319.
- Gartenberg, C., & Wulf, J. (2017). Pay harmony? Social comparison and performance compensation in multibusiness firms. *Organization Science*, 28(1), 39-55.

### **Lecture 3: Labour versus Management**

Most organisations have an HR department and care about human resource management. However, what is HRM, where does it come from, and what are the key theories and approaches?

The lecture will provide a framework for thinking systematically and strategically about aspects of managing human assets (people!) in an organisational context. Major approaches to HR strategy will be discussed, as will some forms of industrial and labour relationships, such as trade unions, collective bargaining, and how individuals can ensure that their voices are heard by their firm.

#### **Reading list:**

- Torrington, D., Hall, L., Taylor, S., and Atkinson, C. (2014). *Human Resource Management*. Chapter 1: The Nature of Human Resource Management, pp. 2 – 23.

- Cappelli, P. (2015). Why We Hate HR and What HR Can Do About It. *Harvard Business Review*, July – August.

#### **Lecture 4: Leadership and Psychological Contracts**

Is there a difference between a good leader and a good manager? Are you born a leader or can you be made into one, or is it all dependent on context?

This lecture will look at key leadership theories to explore ways of thinking about and developing leadership, as well as differences between styles, the needs for different types of leadership in different situations, and some up to date ideas about what types of leadership the 21st century workforce tend to prefer.

##### **Reading list:**

- Kotter, J. 1990. What leaders really do. *Harvard Business Review*, 68(3): 103-112.
- Robinson, S. L., & Morrison, E. W. (2000). The development of psychological contract breach and violation: A longitudinal study. *Journal of Organizational Behavior*, 21, 525-546.

#### **Lecture 5: Introduction to Strategy and Competitive Advantage**

What is strategy and why does it matter? This lecture will focus on the origins of the strategic management discipline. We will consider what the term means, how firms ‘do’ strategy and why strategy is seen as so important in today’s organisation. The lecture will also start to look at some of the better-known theories and models of corporate strategy.

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##### **Reading list:**

- Porter, M.E. (2008). The Five Competitive Forces that Shape Strategy. *Harvard Business Review*, 86(1), 25-40.
- “Creating Competitive Advantage”, *Harvard Business School*, 9-792-074.

#### **Lecture 6: Staying on Top: To What Extent is Competitive Advantage Temporary versus Sustainable?**

What do we think about when we think about strategy? Often, we are concerned with models which help us to understand an organisation’s status quo as well as explore strategic options.

This lecture looks at both elements through two major fields of strategic research and practice: industry analysis and internal, resource-based analysis. By exploring and critically comparing the dominant theories in the field, the lecture will help students to gain an insight into the opportunities and challenges that strategic models present to organisations.

##### **Reading list:**

- Garth Saloner, Andrea Shepard, Joel Podolny (2005), *Strategic Management*. Chapter 3 “Competitive Advantage”.
- Porter, M.E. (2008). The Five Competitive Forces that Shape Strategy. *Harvard Business Review*, January: 78-93.

## Lecture 7: Organisational Structures and Competitive Agility

How can the internal organisation of a firm be designed to maximise corporate performance?

This lecture will examine in particular two questions related to the organisational structure of firms:

How should the firm be organised internally to coordinate and motivate employees, managers and other stakeholders? Which activities should be subcontracted and which should be carried out inside the firm? This lecture will be based on case studies to illustrate key theories of organisational structures.

### Reading list:

- Chandler (1990). *Scale and Scope*. "Chapter 2: Scale, Scope, and Organizational Capabilities"
- Stuckley, J. 1993. "When and When Not to Vertically Integrate", *Sloan Management Review*.

## Lecture 8: Ethics, Psychological Contracts, and Corporate Social Responsibility

Is a business' only responsibility to make a profit for its shareholders, or should it consider a much wider range of responsibilities and stakeholders? We will consider this subject from a number of perspectives, including by examining 'Stakeholder Theory' – an influential perspective on the relationship between business and society.

### Reading list:

- Fisher, C., and Lovell, A. (2013). *Business Ethics and Values*, 4<sup>th</sup> edition, Chapter 1, p.3 – 40.
- Porter, M.E., and Kramer, M.R. (2006). Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility, *Harvard Business Review*, December.

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## Lecture 9: Power Innovation and Change

This lecture explores how organisations can, and do, undertake innovation and change, both planned and unplanned. It makes use of what students have learnt so far about strategy and leadership and applies them to the topics at hand. It considers the challenges of trying to instigate large scale organisational change and innovation and critically appraises a number of possible responses to these challenges.

### Reading list:

- Phillips, D. J., & Zuckerman, E. W. (2001). Middle-status conformity: Theoretical restatement and empirical demonstration in two markets. *American Journal of Sociology*, 107(2), 379-429.
- Nohria, N., & Gulati, R. (1996). Is slack good or bad for innovation?. *Academy of management Journal*, 39(5), 1245-1264.

### **Lecture 10: International Management – The Role of Culture**

What does it take for an individual, or an organisation, to be a successful global citizen? What are the geographical, financial, legal/political and cultural obstacles and how can these be overcome?

This lecture examines management in an international context by examining how culture affects both human resource management and business strategy in multinational organisations. It also explores some tools which can be used to interpret and potentially resolve cultural issues in international management.

#### **Reading list:**

- Javidan, M., Dorfman, P. W., De Luque, M. S., & House, R. J. (2006). In the eye of the beholder: Cross cultural lessons in leadership from project GLOBE. *Academy of management perspectives*, 20(1), 67-90.
- Khanna, T. and Palepu, K. (2006). Emerging Giants: Building World-Class Companies in Developing Countries, *Harvard Business Review*. Oct 2006.

### **Lecture 11: Competition Cooperation and Everything In-Between**

This lecture introduces motivation for cooperation, competition, and grey area interactions such as rivalry, coopetition, and mutual forbearance. It offers perspective on .

#### **Reading list:**

- Smith, K. G., Carroll, S. J., & Ashford, S. J. (1995). Intra-and interorganizational cooperation: Toward a research agenda. *Academy of Management Journal*, 38(1), 7-23.
- Kilduff, G. J., Elfenbein, H. A., & Staw, B. M. (2010). The psychology of rivalry: A relationally dependent analysis of competition. *Academy of Management Journal* 53 (5), 943-969.

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### **Lecture 12: Revision Lecture**

This lecture will provide a summary of the eleven previous lectures, drawing out common links and themes. It will also provide you with suggestions and guidance regarding exam preparation, and will go through a number of worked examples of mock questions.



**Credit Transfer:** If you are hoping to earn credit by taking this course, please ensure that you confirm it is eligible for credit transfer well in advance of the start date. Please discuss this directly with your home institution or Study Abroad Advisor.

As a guide, our LSE Summer School courses are typically eligible for three or four credits within the US system and 7.5 ECTS in Europe. Different institutions and countries can, and will, vary. You will receive a digital transcript and a printed certificate following your successful completion of the course in order to make arrangements for transfer of credit.

If you have any queries, please direct them to [summer.school@lse.ac.uk](mailto:summer.school@lse.ac.uk)