

Syllabus
Title of a Course « Influencing People »
(2 ECTS)

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1. Course Description

a) Pre-requisites

Students are expected to be familiar with the basics of management, strategic management, financ studies and be able to define and identify appropriate concepts and phenomena, critically discuss academic literature and elaborate individual and group research and applied projects in the sphere of management.

b) Abstract

This course will improve your ability to influence people in situations where you cannot use formal authority. You will learn about effective ways to build, develop, and sustain a power base in your organization. You will also learn influence tactics that enable you to be more persuasive and influential in working with your superiors, peers, and even subordinates. In addition, you will learn how to build and maintain high-quality relationships to further maximize your informal power and ability to influence others. Importantly, you will distinguish between influence and manipulation and learn how to protect yourself from the unwanted influence of others.

The influence strategies you learn in this course will make you a more confident and influential leader, presenter, and decision-maker. You will more effective in pitching business ideas to your superiors, influencing customers, and building coalitions across stakeholders. This course will not only give you strategic guidance on how to develop and maintain your network for influence and power, but we will also equip you with specific tactics and strategies that are proven to work for gaining power and influencing people.

2. Learning Objectives

3. Learning Outcomes

4. Course Plan

1. Building Your Base of Power

To lead effectively, you must have power. Your power can be formally defined, for example your position or job title. Your power can be informal, for example your expertise or charisma give you power that enable you to influence others. In this

module, we will explore the meaning of power and where it comes from, helping you identify your bases of power and opportunities to increase your power over time.

2. Influencing People Without Relying on Formal Authority

In this module, you will acquire a rich arsenal of influence tactics that will help you change people's viewpoints and behaviors. These influence tactics will enable you to influence up in organizations (e.g., when you have to influence your boss) and laterally, such as when you have to influence your peers. More generally, these tactics will allow you to execute effectively in those situations when you either do not have or cannot rely on formal rank and formal power.

3. Developing High-Quality Relationships to Enhance Influence and Power

In addition to acquiring a tactical portfolio of influence tools that can be applied in group and individual meetings, effective leaders devote a lot of time to building and maintaining social relationships with various stakeholders. In this module, you will learn how to build and maintain social relationships in order to maximize your informal power and influence in organizations.

4. Protect Yourself from Unwanted Influence

As a leader, people will try to influence you to make a particular decision or take a particular course of action. It is essential you are able to protect yourself from the unwanted influence of others, especially when those others might be attempting to manipulate you in ways that are not in the best interest of your team or organization. In this module, you will learn specific strategies and tactics that you can use to protect yourself and your team from the unwanted influence of others.

5. Reading List

c) **Required**

d) **Optional**

6. Grading System

7. Examination Type

8. Methods of Instruction

9. Special Equipment and Software Support (if required)