MGT 520 Becoming an Effective Manager

Term: Spring 2016

Credits: 4 quarter credits

Instructor: Niki Steckler (steckler@ohsu.edu)

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Course meets online: March 28 – June 3, 2016

Face-to-Face Dates:

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<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
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<tr>
<td>4/1/2016</td>
<td>4:00 – 9:00pm</td>
<td>CDRC 3200</td>
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<tr>
<td>6/3/2016</td>
<td>4:00 – 9:00pm</td>
<td>CDRC 3200</td>
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Required Materials:

Texts


Articles & Cases
There are two coursepacks for MGT 520 available through the Harvard Business Education website. Approximate cost: $90.00

Course Description:
This course focuses on developing your ability to understand and influence human behavior in the workplace. You will learn to manage yourself, manage one-on-one relationships at work, manage your career, and manage teams, all using ethical approaches to building coalitions and influencing others with or without formal authority.

A major emphasis in the course will be on the practice of reframing — the ability to rethink and re-conceptualize a situation so as to widen one’s perspective and available responses. Reframing is an important skill for managing people and projects in fast changing, technologically intensive organizations. We will use four theory-based frames of reference as the foundation for our reframing work together. Using the structural frame, we will examine the effects of work (re)design and (re)structuring on the roles/responsibilities, people and performance of an organization. Using the human resource frame, we will consider interpersonal and group dynamics, communication, and issues of “fit” between people and organizations. Using the political frame, we will consider issues and sources of power, building coalitions and managing differences. Using the symbolic frame, we will explore the nature of individual leadership, the dynamics of corporate culture, and making sense and meaning of life at work.
In the course we will also examine the processes by which managers set and manage agendas (while juggling multiple demands), build and sustain networks (while satisfying various stakeholders) and take and enable productive, ethical action (while honoring and supporting the values and culture of the organization). To capitalize on the strengths of others a manager must be able to move well and build bridges between multiple perspectives and worlds.

Course Objectives:

Upon successful completion of this course, students will be better prepared to:

- Develop options to make challenging situations more successful; be able to reframe managerial situations.
- Diagnose situations and develop action plans to achieve managerial goals.
- Develop skills for managing one-on-one relationships and teams.
- Understand networks and influence in the work place; know how to use them effectively and ethically.
- Reflect on and learn from one’s own experiences and those of others.