

MGT 520 Becoming an Effective Manager

Fall 2012 Syllabus

Division of Management, School of Medicine
Oregon Health & Science University

Instructor: **Steve Kinder MPA**

503-972-0866 Office

503-972-0822 Fax

503-891-8733 Mobile

Email: steven.kinder@q-corp.org

Course Description (4 Credits)

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 Outcomes

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

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

Course Structure

We will use a hybrid format with two face-to face residency sessions (Week 1 and Week 10), and eight weeks of online classes. The course is designed around asynchronous online and face-to face discussion of readings, in-depth case analyses, and short lectures to increase our understanding of key tools and concepts, and to practice applying them to our own lives. We will use self-assessment and developmental coaching relationships to examine the impact we have in our workplaces and to increase our capacity to engage and influence others. A manager's work is done through other people...and at the same time, the only person one can truly change is oneself.

This course begins with a residency on Friday, September 28, 2012 and ends with a residency on Friday, November 30, 2012. The syllabus is structured so that you can easily navigate week by week through the course materials and assignments over the 10 weeks. It is my goal to make this course as interactive as possible with an emphasis on learning through reflection. Active participation in online discussions is an integral part of your overall learning experience.

Required Materials:

Bolman, Lee G. and Terrence E. Deal. *Reframing Organizations: Artistry, Choice, and Leadership*, 4th Edition. Jossey-Bass, 2003. ISBN 978-0-7879-8799-2.

Gemstones Strengths Assessment. This will be provided during the first face-to-face class meeting. Your student account will be billed \$3.50.

Harvard courepacks. There are two Harvard Coursepacks, and you will be reading all of the articles and cases. Coursepack A may be purchased; alternatively, you can access these articles through OHSU's website. Coursepack C must be purchased (these are not available through OHSU's Library).

Coursepack A (purchase or access through OHSU's library):

Purchase at: <http://cb.hbsp.harvard.edu/cb/access/14874890>

- Why Teams Don't Work
- Managing Oneself (HBR Jan. 2005)
- How to Play to Your Strengths (HBR Jan. 2005)
- Storytelling That Moves People
- The Five Minds of a Manager

- When Teams Can't Decide (HBR November 2008)
- Moments of Greatness (HBR July 2005)
- Power Play
- Rethinking Political Correctness (HBR September 2006)
- Making Relationships Work (Dec 2007)
- Change through Persuasion (Feb 2005)

Coursepack C (only available for purchase):

Purchase at: <http://cb.hbsp.harvard.edu/cb/access/14866708>

- The Productivity Paradox: How Sony Pictures Gets More Out of People by Demanding Less
- What It Really Means to Manage: Exercising Power and Influence
- Building Effective One-on-One Work Relationships
- Building Coalitions
- Managing Your Boss (HBR Jan 2005)
- Managing Your Career
- Identity Issues in Teams

Several of these articles come from the January 2005 issue of the Harvard Business Review, which can be purchased directly from Harvard. The whole issue is worth reading.

<http://hbr.harvardbusiness.org/archive-toc/BR0501>

Additional articles from other sources will be made available through Sakai in the weeks they are assigned.

Other Information

Attendance Requirements

Attendance at the face-to-face sessions is required as is participation in the online component of the course. Students are expected to be present and participate in discussions in a professional and respectful manner. Failure to attend or participate in class may adversely affect your final grade. See the gradebook for details.

Advising

You are encouraged to keep in touch with me throughout the course via e-mail and telephone. Please note that confidential or sensitive issues should be communicated to me by telephone or via e-mail.

Grading Policy

Your final grade will be determined based on the following:

5%	Your Story/Your Hero Written Assignment
5%	Your Agenda Written Assignment
20%	Network Analysis Written Assignment
20%	Four-Frames Analysis Written Assignment
20%	Team Reflection Written Assignment
30%	Online Forum Participation

Your written assignments will be graded based on how well you have done in addressing the assignment questions, applying the course material, and expressing yourself clearly and insightfully. It is possible on a case-by-case basis to negotiate an extension of a due date if circumstances are such that you need more time to complete an assignment. I encourage you, however, to keep to the assignment timeline as it is easy to get overwhelmed when you get behind. Please contact me by e-mail if you want to request an extension of time.

I would like all final assignments uploaded to me using the submissions tool in Sakai.

Graduate credit will be granted for a class grade of C or better, however a class grade below B is cause for serious concern.

Grades are due to the Registrar's Office one week after the end of the term. Students will find official grades posted in [ISIS](#) within two weeks of the completion of the term. If at this time you do not see your grades in ISIS, please contact the Division at 503-346-0375.

Expectations for Participation

We will be using the OHSU Sakai platform (<http://sakai.ohsu.edu>) for the online part of the course. We will all benefit from the full participation of everyone in the class. The forums will provide opportunities for all of us to surface our assumptions and unspoken beliefs, test our hypotheses, think through, and possibly "reframe" our understanding of what it means to be a manager. I believe we have much to learn from each other.

The forums will include discussion of the current week's readings, analysis, and reflection. It will be important for each of us to be fully prepared. We all live busy lives, but we will gain so much more from our time together if we have done our work beforehand. One of the goals for this course is to increase participant's skills in reframing and learning from your experiences and your peers. Learning is a social and collaborative process.

Forums

Small Group Discussion Forums

After you have completed a reading assignment, I ask you to reflect on the issues from the assigned readings for the week. I will provide some guiding questions, but I would also like your reflection to touch on one or more of the following questions:

- What were the most important learnings for you?
- How might these learnings affect your current or future position? Give specific examples.
- Are there areas in your job that—using the understanding from these readings—you could drive or promote change?
- Where do you need clarification?
- What would you like to learn more about?

You will be assigned to a Small Group Discussion Forum. These same groups will also serve as your coaching groups. Each week you will be asked to post a one-page summary of your reflection to your small group discussion forum. The details and due dates for doing this are spelled out in the individual weekly assignments. Except for the two face-to-face residencies all of the discussions will occur through the Sakai online platform. The purpose of the group discussions is to explore the reading assignments more deeply with your fellow students. Most of your discussion will be within this small group, although these groups are visible to one another, in case you want to see what other groups are saying about a topic. Each group will report a summary of the weekly discussion to the class as a whole. These summaries will be posted to the Small Group Discussion Forum in a thread allocated for that purpose. The person who will do this will be designated the rapporteur, and this responsibility will rotate through the small group.

To earn full participation points, a good guideline is that besides your own summary, I expect you to **post at least 1 substantive contribution to further an ongoing discussion thread on 3 out of 7 days each week** (i.e. 3 substantive posts and active in your discussion group on at least 3 days). A posting that states "I agree" or something similar is not considered a substantive post.

One of the values of a virtual environment is that it often fosters a greater level of collaborative learning. Your online presence and participation is crucial to the success of the class and an important component of your own learning from this course. You will learn as much from your peers as you will from the other elements of this class. Students will be assessed for participating actively and openly, applying the course material in the forums, making valuable contributions to the forums, and interacting with other students. The latter is particularly important in order to create an enriching learning environment for all of us. In an online environment, the quality of the "conversation" is as important as the assignments you are turning in. This is dependent on the quality of your engagement with one another. As a result, participation in the Weekly Small Group Discussion Forum you are assigned to counts for 30% of your grade.

Note that you will also post your individual rough draft assignments in an allocated thread within this forum for feedback from your coaching/discussion group members.

Copyright Information

Every reasonable effort has been made to protect the copyright requirements of materials used in this course. Class participants are warned not to copy, audio, or videotape in violation of copyright laws. Journal articles will be kept on reserve at the library or online for student access. Copyright law does allow for making one personal copy of each article from the original article. This limit also applies to electronic sources.

To comply with the fair use doctrine of the US copyright law, Sakai course sites close three weeks after grades are posted with the Registrar. Please be sure to download all course material you wish to keep before this time.

Syllabus Changes & Retention

This syllabus is not to be considered a contract between the student and the School of Medicine. It is recognized that changes may be made as the need arises. Students are responsible for keeping a copy of the course syllabus for their records. *HOWEVER PLEASE NOTE: the course outline posted on Sakai will have the most up to date information.*

Student Access

Our program is committed to all students achieving their potential. If you have a disability or think you may have a disability (physical, learning, hearing, vision, psychological) which may need a reasonable accommodation please contact Student Access at (503) 494-0082 or e-mail at orchards@ohsu.edu to discuss your needs.

You can also find more information [here](#). Because accommodations can take time to implement, it is important to have this discussion as soon as possible. All information regarding a student's disability is kept in accordance with relevant state and federal laws.

You may also visit [this website](#) to identify your Program Accommodation Liaison (PAL).

Inclement Weather Policy

When the weather forecaster is calling for ice or snow, call the OHSU Alert Line, 503 494-9021, for information regarding weather conditions that may affect operations at OHSU. If classes are canceled or delayed, residents and students who have patient care responsibilities must meet those obligations. See this [website](#) for details.

For more information specific to the Division, please visit our [website](#).

Academic Honesty

Course participants are expected to maintain academic honesty in their course work. Participants should refrain from seeking past published solutions to any assignments. Literature and resources (including Internet resources) employed in fulfilling assignments must be cited. More information can be found online [here](#).

In an effort to uphold the principles and practice of academic honesty, faculty members at OHSU may use originality checking systems such as Turnitin to compare a student's submitted work against multiple sources. More information about Turnitin and plagiarism can be found online through OHSU's Teaching & Learning Center.

Office Hours

If you have a question or want to schedule a telephone conference with me, email me and we will find a mutually agreeable time. During the week, I will normally reply to your emails within 24 hours (***please be sure to put MGT 520 in the subject line so that I can rescue them from my Junk Mail folder***), and to offer feedback on your written assignments within one week. I will not be online as regularly on the weekend, so if you have a question for me, please feel free to use my mobile phone number.

Use of Sakai

This course will have an online component, which can be accessed through Sakai, OHSU's online course management system. For any technical questions or if you need help logging in, please contact the Sakai Help Desk.

Hours:

Sakai Help Desk

Mon – Fri, 8 am – 10 pm

weekends 12 pm – 8 pm

Contact Information:

(Local) 503-494-7074,

(Toll-free) 877-972-5249

email sakai@ohsu.edu

Please remember, Sakai course sites close three weeks after grades are posted with the Registrar. Please be sure to download all course material you wish to keep before this time.