

Syllabus

School of Medicine
Division of Management
Jesse Reeder, M.U.R.P.

Leadership and Communication
MGT 541, 3 credits, Fall 2012

Course Overview:

A person with well-developed interpersonal communication skills will naturally assume a leadership role. Effective interpersonal communication is a core competency for leading and influencing others. Students develop skills such as transparency, authenticity, integrity, collaboration, coaching, mentoring, engaging conflict, experimenting with small steps, bringing others on board, developing networks, identifying and enlisting stakeholders and developing shared vision and action plans.

Course Structure:

This class is a hybrid format with two face-to-face residency sessions and ten weeks of online classes. The course begins on Monday, September 24 and ends on Sunday, December 7, 2012. (With the week of Thanksgiving off). The syllabus is structured so that you can easily navigate week by week through the course materials and assignments over the ten weeks. This is an interactive course with an emphasis on learning through reflection and use of assigned activities and exercises. Active participation in online discussions is an integral part of the overall learning experience.

There are two in-class sessions in Portland Oregon, at OHSU South Waterfront, Center for Health and Healing (CHH), Room 12181. The first in-class session is October 6, 2012 from 9:00 a.m. to 2 p.m. The second in-class session is November 17, 2012, from 9:00 a.m. to 2 p.m. These two sessions are required. If you cannot attend both sessions, please enroll in this class another time. Learning interpersonal leadership skills requires practice and personal feedback to communicate effectively. Consistent student feedback indicates that the in-class activities are highly effective and useful.

Each week has required readings and on-line forums and assignments related to the readings. You will choose a small coaching group in the first face-to-face class. Many of your forum questions will be on-line interactions within this small group. There will also be forums that invite participation from the full class. Assignments will be sent directly to the instructor. The final paper is due December 7, 2012.

The forums provide an opportunity to share what you are learning from the required readings and to reflect on your in-class experiences to help you develop your leadership capability. By offering your perspective with real stories and examples, others in the class have the opportunity to learn from your experience. The class is structured as much as possible to be a collective learning process. Students learn as much from each other as from the readings and other resources. The course objectives are addressed through readings and exercises from the two books, online forums, small group coaching and feedback, in-class experiential activities and feedback, and online writing assignments.

The OHSU Sakai platform (<http://sakai.ohsu.edu>) is used for the online part of the course. For any technical questions or if you need help logging in, please contact the Sakai Help Desk, available Mon - Fri, 8 am - 10 pm and weekends 12 pm - 8 pm. 503-494-7074, 877-972-5249 or email sakai@ohsu.edu.

Required Course Materials:

Friedman, Stewart D., Total Leadership, Be a Better Leader, Have a Richer Life, Harvard Business School Publishing, Boston MA., 2008, ISBN-13: 978-1-4221-0328-9.

Scott, Susan, Fierce Leadership, A Bold Alternative to the Worst "Best" Practices of Business Today, Crown Publishing, Random House, NY, 2009, ISBN978-0-385-52900-6.

Expectations for Participation:

Participation in the face-to-face in class sessions is the most important part of this class. Interactive experiential sessions will be fundamental to your learning from this class. As such participation in the face-to-face sessions is 30% of your grade. Your online presence and participation is also crucial to the success of the class and an important component of your learning from this course. 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 in order to create an enriching learning environment. 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.

Expectations about Academic Integrity:

We expect you to be the sole author of the written assignments you hand in. It is one of the paradoxes of learning: The forums create a rich, social learning environment where everyone shares freely, and you are asked to show what you have learned by writing your own papers. For forum discussion on assigned readings you can simply reference the main idea. If you quote something, then use quotation marks and a reference.

Evaluation:

You will have forum questions and/or assignments each week for online response. The effectiveness of the class relies on active participation in online discussions and the two face-to-face class sessions. To pass this class you are required to attend both face-to-face sessions (October 6 & November 17, 2011). Course grade is based on your participation, both on-line and in-person, responses to the on-line assignments, and the final paper.

To earn full participation points in the forums, a good guideline is to post at least **1 substantive contribution to further an ongoing discussion thread on 2 out of 7 days each week** (i.e. 2 substantive posts and active in the "classroom" on at least 3 days). A posting that states "I agree" or something similar is not considered a substantive post.

Your written assignments will be graded based on how well you have applied the course material and expressed yourself clearly and insightfully. Assignments are uploaded using the Submissions tool in Sakai, using .doc, .docx, or .rtf files so that you can see comments using Track Changes.

To calculate final grades the following % are used:

In class participation: 30%

On-line forums: 20%

Assignments: 30%

Final Paper: 20%

Grade breakdown:

A = 95-100%

A- = 90-94%

B+ = 87-89%

B = 83-86%

B- = 80-82%

C+ = 77-79%

C = 73-76%

C- = 70-72%

D+ = 67-69%

D = 63-66%

D- = 60-62%

F = <60%

Course Instructor:

Jesse has been teaching leadership and communications at the Oregon Graduate Institute which later merged with OHSU for 16 years. Previously Jesse served as Chief Executive of EWEB, the water and electric utility for Eugene, Oregon, as CEO of Innovative Learning Group, a training and consulting firm, based in Eugene, and as owner of Leadership Dynamics, a consulting group in Portland Oregon.

Leadership Dynamics provided leadership and communications training for the Bonneville Power Administration, Hewlett-Packard, Mentor Graphics, NW Natural, and PGE.

Jesse received her B.A. in Microbiology from the University of Kansas, and her M.U.R.P. in Urban and Regional Planning from the University of Oregon. Jesse's post-graduate work has been in counseling and organizational development. Her book, [Black Holes and Energy Pirates](#), was published in 2001.

Jesse Reeder can be reached as follows:

503-442-5110

jesreeder@aol.com

If you have questions or want to schedule a telephone conference, please email to find a mutually agreeable time. During the week, I will normally reply to your emails within 24 hours (please be sure to put MGT 541 in the subject line), and offer feedback on your written assignments within one week.