

Syllabus: MGT 506: Managing in the Real World

Course Number: MGT 506

Course Title: Managing in the Real World

Number of Credits: 1

Term: Spring 2014

Dates: This course begins on Monday, March 31, 2014, and ends on Sunday, June 8, 2014.

There are no face-to-face classroom sessions. However, there will be the opportunity for live, online video conversations with the instructors.

Schedule: The course week runs from Monday through Sunday for all weeks of this course.

Location of face-to-face sessions: No face-to-face sessions

Instructor:

Jim Huntzicker

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Course Overview

The purpose of this course is to get a first-hand view of how managers in healthcare organizations work. During the first seven weeks of the course students will read the book *Simply Managing* by Henry Mintzberg as well as selected journal articles and will discuss these reading with regard to their own positions using the online discussion Forums. During the last three weeks of the quarter the students will job-shadow a senior manager in their own organization (or another, with approval of the instructors) for one day and write a reflection paper on what was learned from the shadowing. The goal of the shadowing and reflection paper is to develop an understanding of real-world managing at a level higher than the student's current one.

Learning Objectives

1. Understand the real world of managing
2. Understand management from a level above your current one

Course Structure

This course is completely online, and we will be using the OHSU Sakai platform (<http://sakai.ohsu.edu>). We will all benefit from the full participation of everyone in the class.

Required Reading: Mintzberg, Henry, *Simply Managing*, Berrett-Koehler, San Francisco 2013. ISBN 978-1-60994-923-5. (Note: This book is a slight condensation of Mintzberg's earlier book *Managing*, Berrett-Koehler, San Francisco 2009.)

Small Group Discussion Forums

You will be assigned to a Small Group Discussion Forum. All 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.

The expectation is that each student will post an initial reflection of one or two paragraphs and will participate in the ensuing group discussion with at least two substantive comments. The grading scale is 3 points for an initial posting that addresses the question for the week's forum and up to two points for substantive participation in the ongoing discussion.

Course Project and Final Report

Each student will do an individual project in this course, and that project is to job-shadow a manager in your organization who is at a level higher than yours. With permission of the instructor you can job-shadow someone outside your own particular organization. The purpose of this exercise is to get a real-world view of what managers do and how they work. Even if you are not currently a manager, this should be a valuable learning experience.

Preferably, the job-shadowing will be for **one full day** although you can split this into two half-days if necessary. At the end of the day you will interview the person whom you are shadowing with a set of interview questions that you will develop during the course.

IMPORTANT: Before you do your job shadow, be sure to read two or three of the 29 interviews by Henry Mintzberg that informed his book *Simply Managing*. See [29 Days of Managing](#). This will give you a good idea of what to look for and the types of questions to ask during your interview.

When you have completed the shadowing, you will write a report of 7-10 double-spaced pages that addresses the following points. **IMPORTANT: Point 5 below is the most important part of the paper. This will require reflection on your part and translation into action.**

- Description of your manager's activities during the day
- The most surprising and/or interesting thing you observed during the day and your analysis thereof
- Your assessment of where the manager is on the art, science, craft triangle with an explanation of why you made that assessment
- A summary of your interview
- The personal lessons with regard to managing that you took away from your day of job-shadowing. How can you apply these lessons to your own managerial practice? Are there any changes in your managerial practice that you want to make as a result of your job shadowing? **This is the most important part of the paper. So, be sure not to short change it.**

Due Date: The final report should be submitted as an attachment through Sakai no later than end of day Sunday, June 8. However, you are welcome to submit the paper any time between May 25 and June 8. The grading rubric for the final report follows.

Grading Rubric for Final Report	Max Points	Actual
Description of your manager's activities during the day	25	
The most surprising and/or interesting thing you observed during the day and your analysis thereof	10	
Your assessment of where the manager is on the art, science, craft triangle with an explanation of why you made that assessment	10	
A summary of your interview	25	
The personal lessons with regard to managing that you took away from your day of job-shadowing. How can you apply these lessons to your own managerial practice? Are there any changes in your managerial practice that you want to make as a result of your job shadowing?	30	
Total	100	

Course Grading Policy

Your final grade will be determined based on the following:

Your personal managerial style assessment	10%
Identifying the person whom you will job-shadow/report	5%
Interview Questions	10%
Final Written Report	50%
Online Forum Participation	25%

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. We encourage you, however, to keep to the assignment timeline as it is easy to get overwhelmed when you get behind. Please contact us by e-mail if you want to request an extension of time. **We would like all final assignments uploaded to us using the Submissions tool in Sakai.** They should be MS Word or PDF files. We would prefer no font smaller than 11 point.

Expectations about Academic Integrity

While we are sure that you have thought a lot about integrity, it is worthwhile to address this specifically. There is a 2010 book called ***The MBA Oath*** by Peter Escher which speaks to the need for responsibility, ethics, transparency and values in business leadership roles. We all can practice this in our lives and in this course. It is a contract between the school and you and between the professors and you and between you and your work places. We hope to practice integrity together. This implies that each of us has roles to perform well and if we fail to speak

to each other about these and address them. What does this mean specifically?

It means we as teachers make sure that the materials are valuable, that we are careful in our assessments of your material and give you feedback that is free from bias and that is useful. For students it means that you give us your best work, that your work is your own and that you follow accepted procedures for quotations or citations. Certainly talking over ideas with your peers or others and having your papers proof read is acceptable and encouraged.

Plagiarism ([adapted/copied from the University of Puget Sound](#))

You would be plagiarizing in any of the following three basic instances:

1. If you fail to enclose quoted material within quotation marks.
2. If you do not cite the source of a direct quotation in the text of the paper and/or on the Works Cited or Reference page, or if you do not identify the correct source of a quotation.
3. If you include paraphrased or summarized information (that is not "common knowledge") but do not properly acknowledge its source within parentheses or by citation number and in the Works Cited list.

About Your Instructor:

Jim Huntzicker, PhD, is Professor and head of the Division of Management in the OHSU School of Medicine. He has a Ph.D. in Chemistry from University of California-Berkeley and a Masters in Health Leadership from McGill University. Jim has held a variety of managerial positions at Oregon Graduate Institute and OHSU.

OHSU Disability Policy

It is the policy of OHSU that no otherwise qualified student with a disability shall be denied access to or participation in any program offered by the institution. If you have a disability or think you may have a disability (including but not limited to physical, hearing, vision, psychological and learning disabilities), which may need a reasonable accommodation, the Director for the Office for Student Access at 503-494-0082.

Detailed Deliverable Instructions

Identification of Person Whom You Will Job-Shadow

The major part of your work in this course is to job-shadow a manager in your organization and write a reflection paper on what you observed. See **Course Project and Final Report Instructions** on page 5 for a more detailed description. The manager whom you shadow should be at one or more levels above you. Please submit via the Sakai Submission tool the name and role of the manager whom you will shadow plus a one-paragraph description of why you chose this person to shadow. **Due Week 3 Sunday, April 20.**

Managerial Style Assessment

On p. 87 in *Managing* Figure 8 provides an assessment of your personal style of managing in terms of art, craft, and science. Please do this exercise. Then write a one page paper in which you interpret the result for yourself. Does your assessment score have "face validity" for you?

Which of the "postures" described in Chapter 4 do you think best describe your strengths as a manager? **Due Week 4 Sunday, April 27.**

Interview Questions

Prepare and submit a set of 5-7 questions that you will use in your interview of the person whom you will job shadow. **Due Week 5 Sunday, May 4.**

Final Project Report

When you have completed the shadowing, you will write a report of 7-10 double-spaced pages that addresses the following points. **IMPORTANT: Point 5 below is the most important part of the paper. This will require reflection on your part and translation into action.**

1. Description of your manager's activities during the day
2. The most surprising and/or interesting thing you observed during the day and your analysis thereof
3. Your assessment of where the manager is on the art, science, craft triangle with an explanation of why you made that assessment
4. A summary of your interview
5. The personal lessons with regard to managing that you took away from your day of job-shadowing.

Grading Rubric for Final Paper	Max Points	Actual
Description of your manager's activities during the day	25	
The most surprising and/or interesting thing you observed during the day and your analysis thereof	10	
Your assessment of where the manager is on the art, science, craft triangle with an explanation of why you made that assessment	10	
A summary of your interview	25	
The personal lessons with regard to managing that you took away from your day of job-shadowing. How can you apply these lessons to your own managerial practice? Are there any changes in your managerial practice that you want to make as a result of your job shadowing?	30	

Due Date: The final report should be submitted as an attachment through Sakai no later than end of day Sunday, June 8. However, you are welcome to submit the paper any time between May 25 and June 8.