



# MGT 520 Becoming an Effective Manager

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## Spring 2016 Syllabus

<b>Course Description</b>	<p>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.</p> <p>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.</p> <p>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.</p>
<b>Credit Hours</b>	4 quarter credits
<b>Faculty Information</b>	<p>James Huntzicker, PhD <a href="mailto:huntzicj@ohsu.edu">huntzicj@ohsu.edu</a></p> <p>Niki Steckler, PhD <a href="mailto:steckler@ohsu.edu">steckler@ohsu.edu</a></p>

Office Phone: 503-346-0366  
Cell Phone: 503-890-1388

Office Hours are 8a to 5p Monday through Friday. If you have a question or want to schedule a telephone conference with us, email us and we will find a mutually agreeable time. During the week, we will normally reply to your emails within 24 hours (***please be sure to put MGT 520 in the subject line***).

**General Course  
Meeting  
Information**

This course meets Monday, March 28 – Saturday, June 4, 2016.

We will meet in person twice:

Friday, April 1	Friday, June 3
4:00 – 9:00pm	4:00 – 9:00pm
CDRC 3200	CDRC 3200

The remainder of the coursework is offered online through Sakai.

**Required Texts**

***Texts***

Bolman, L.G., Deal, T.E. (2013) *Reframing Organizations: Artistry, Choice, and Leadership*. 5<sup>th</sup> Ed. San Francisco: Jossey-Bass. ISBN-10: 1118573331; ISBN-13: 978-1118573334.

Tan, Chade---Meng (2012) *Search Inside Yourself: The Unexpected Path to Achieving Success, Happiness (and World Peace)*. HarperOne. ISBN---10: 9780062116925; ISBN---13: 978---0062116925; MSRP \$26.99.

Pricing for textbooks may vary by retailer. Additional information about pricing, electronic options (e.g., Kindle), rentals, and used copies is available through your favorite online vendor.

***Articles & Cases***

There are two coursepacks for MGT 520. **Coursepack A** contains articles from Harvard Business Review (HBR). For those of you with access to an online HBR subscription, you can access these articles electronically. Otherwise, they are available for purchase at this link:

<https://cb.hbsp.harvard.edu/cbmp/access/48488810>

Item#	Article from Harvard Business Review
R0905H	Why Teams Don't Work (May 2009)
99502	Job Sculpting: The Art of Retaining Your Best People (September 1999)
R1204D	Teamwork on the Fly (April 2012)
R0110E	The Real Reason People Won't Change (November 2001)
R0206C	Survival Guide for Leaders (June 2002)
R1009K	The Boss as Human Shield (September 2010)

R0712B	Making Relationships Work: A Conversation with Psychologist John M. Gottman (December 2007)
R0306B	Storytelling That Moves People (June 2003)
R0311C	Five Minds of a Manager (November 2003)
R0507F	Moments of Greatness: Entering the Fundamental State of Leadership (July 2005)
R0609D	Rethinking Political Correctness (September 2006)
R0501F	What's Your Story? (January 2005)
R1310J	Be Yourself, but Carefully (October 2013)
R1311L	Emotional Agility (November 2013)
R0809D	How Pixar Fosters Collective Creativity (September 2008)

**Coursepack B** contains the following Harvard Business School Publishing (HBSP) cases, which are required and are available for purchase at:  
<https://cb.hbsp.harvard.edu/cbmp/access/48489071>

Item#	Article from Harvard Business Review
ROT173	Risky Trust: How Teams Build Trust Despite High Risk
497028	Building Effective One-on-One Work Relationships
494082	Managing Your Career

Additional materials will be available in Sakai as part of the Course Materials. Students are encouraged to keep copies of readings and links that they may want to use in the future as the materials will no longer be available once the course is complete.

#### **Course Outcomes**

Upon successful completion of this course, students will:

- 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

#### **Alignment in the Curriculum**

This course is a foundation course in the Certificate and MS curricula and while this course contains aspects of all of the program's learning goals, it focuses on the following:

**LG2 Strategic Decisions:** Analyze complex and ambiguous issues in healthcare and reason toward solutions that improve outcomes.

**LG3 Leadership:** Accurately read and regulate one's own strengths, weaknesses and emotions; demonstrate awareness and skill in collaborating with others who have different reactions and perspectives.

**LG4 Communication:** Engage audiences by appropriately and thoughtfully informing, influencing and inspiring diverse stakeholders.

There are no prerequisites for this course.

**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.

**Grading Policy**

Grades are based on the following criteria:

A	95-100%	B-	80-82%	D+	67-69%
A-	90-94%	C+	77-79%	D	63-67%
B+	87-89%	C	73-76%	D-	60-62%
B	83-86%	C-	70-72%	F	Below 60%

Grades will be based on scores from forum participation, 3 written submissions, and participation in the face-to-face meetings. The point breakdown is as follows:

Gradebook Item	%
Sakai Profile (Create or Update)	5
Agend/Network Analysis Written Assignment	20
Four-Frames Analysis Written Assignment	20
Team Reflection Written Assignment	20
F2F Attendance/Active Participation	10
Online Forum Participation	25

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 by Friday, June 24. Students will find official grades posted in the [Student Information System](#) no later than Friday, July 1. If at this time you do not see your grades in the Student Information System, please contact the Division at 503-346-0375.

**Forums**

We will be using the OHSU Sakai platform for the online part of the course. You will be assigned to a Small Group Discussion Forum. 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. The forums will include discussion of the current week's readings, analysis, and reflection.

To earn full participation points, a good guideline is that besides your own summary on Wednesday, we expect you to **post at least 2 substantive contributions to further an ongoing discussion thread during the remainder of each week** (i.e. 3 substantive posts and active in your discussion group during the week). A posting that states "I agree" or something similar is not considered a substantive post.

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 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 25% of your grade.

**Submissions** You will submit 3 assignments during the term. You will find information on the individual assignments in Submissions. 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.

**Sakai Profile** [Insert Instructions here.](#)

**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 [studentaccess@ohsu.edu](mailto:studentaccess@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.

#### **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**

We strongly encourage you to learn as much as you can from fellow students and from any other coaches or mentors in your life. It is desirable to get feedback from others about how course concepts and skills can be applied to current issues in your work lives. At the same time, we expect you to be the sole author of the written assignments you hand in unless it is part of an explicit team project. (However, it is perfectly permissible and advisable to review your written assignments with someone else to make sure your writing is understandable and free of language, spelling, grammatical, or syntax errors. Your clarity of expression through your writing is an important skill, especially in becoming an effective leader.) It is one of the paradoxes of learning: we create a rich, social learning environment where everyone shares freely, and we need you to be able to show us what you learned by writing your own papers.

Please review the definition of plagiarism from Indiana University at this website: <https://www.indiana.edu/~tedfrick/plagiarism/item1.html> This is a helpful means of communicating how academics understand plagiarism.

Prior to the start of class, please review OHSU's academic integrity policy, which can be found at: <http://www.ohsu.edu/ohsuedu/academic/som/graduate/upload/Student-handbook-2008-updated-9-08.pdf>

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](#).

**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 – 5 pm

***Contact Information:***

Local 503-494-7074  
Toll-free 877-972-5249  
email [sakai@ohsu.edu](mailto:sakai@ohsu.edu)

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