



MGT 537 Managing in the Real World

Spring 2016 Syllabus

Course Description	<p>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 <i>Simply Managing</i> 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.</p>
Credit Hours	1 quarter credit
Faculty Information	<p>Jim Huntzicker, PhD Professor and Head, OHSU Division of Management Phone 503-346-0365 huntzicj@ohsu.edu</p> <p>You are encouraged to keep in touch with us throughout the course via e-mail and telephone. Please note that confidential or sensitive issues should be communicated to us by telephone or via e-mail. 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 (<i>please be sure to put MGT 560 in the subject line</i>), and offer feedback on your written assignments within one week.</p>
General Course Meeting Information	<p>This course meets Monday, March 28 – Saturday, June 3, 2016.</p> <p>This course is offered solely online; however, you will need to schedule a time to shadow a senior manager.</p>
Required Texts	<p>Mintzberg, H. (2013) <i>Simply Managing: What Managers Do – and Can Do Better</i>. Berrett-Koehler Publishers. (ISBN-10: 1609949234; ISBN-13: 978-1609949235).</p> <p>Additional readings will be made available through OHSU Library and the Sakai</p>

learning platform.

Course Outcomes

Upon successful completion of this course, students will:

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

Alignment in the Curriculum

This course is an elective in the MS curriculum and while this course contains aspects of all of the program’s learning goals, it focuses on the following:

LG3 Emotional Intelligence for 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 Communications: Communicate in a manner that appropriately and thoughtfully informs, influences and inspires 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%

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.

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 June 17, 2016. Students will find official grades posted in [SISweb](#) by July 1, 2016. If at this time you do not see your grades in SISweb, please contact the Division at 503-346-0375.

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.

Submissions

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.

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 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

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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.

Detailed Deliverable Instructions

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 7. However, you are welcome to submit the paper any time between May 24 and June 7. The grading rubric for the final report follows.

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 19.**

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 26.**

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 3.**

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 7. However, you are welcome to submit the paper any time between May 24 and June 7.