



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

# MGT 541 Leadership & Communication

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## Fall 2015 Syllabus

**Course Description** 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.

**Credit Hours** 3 quarter credits

**Faculty Information** Steve Kinder, MPA  
[kinder@ohsu.edu](mailto:kinder@ohsu.edu)  
503-346-0368

For a timely, brief question you are welcome to connect with Steve Kinder by e-mail. For an extended conversation please e-mail me to schedule a specific time. A weekly online office hour can be arranged if a majority of the class finds it to be useful.

I will be online frequently throughout the quarter, including evenings and weekends. I will attempt to respond to any e-mail inquiries as soon as possible after we receive them.

**General Course Meeting Information** This course meets Monday, September 28, 2015 – Friday, December 11, 2015.

We will meet in person twice:

Saturday, October 3, 2014	9am – 2pm	CDRC 3200
Saturday, December 5, 2014	9am – 2pm	CDRC 3200

The remainder of the coursework is offered online through Sakai.

**Required Texts** 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. MSPR: \$25.95

Ibarra, Herminia, **Act Like A Leader, Think Like a Leader**, Harvard Business Review Press, Boston MA., 2015, ISBN-13: 978-1-4221-8412-7. MSRP: \$30.00

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.

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 demonstrate improved capabilities in:

1. Meaningful reflection on personal emotions, strengths, weaknesses, drives, values and goals and recognition of how they impact others.
2. Skillful redirection of disruptive emotions and impulses, and effective adaptation to changing circumstances.
3. Development and nurturance of personal and professional relationships from a strength-based, appreciative perspective that identifies and enlists stakeholders.
4. Enhancement of personal communication skillset to include consideration of context, purpose and audience and demonstration of empathetic listening.

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

This course is a foundation course in the MS curriculum 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.

**LG 3 Awareness:** Assess the emotional state of one's self, understand one's impact on others, and act to promote a strengths-based, appreciative climate.

**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

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.

## Course Structure & Writing Expectations

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 posts and participation, two problem analyses, and participation in the in-person class meetings. The point breakdown is as follows:

- 40% - Discussion forum
- 20% - Face-to-face session participation
- 20% - (4) Assignments
- 20% - Final paper

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 [SISweb](#) within two weeks of the completion of the term. If at this time you do not see your grades in SISweb, please contact the Division at 503-346-0375.

## Forums

Every student is expected to post his/her initial response to all questions in the forums by end of day Tuesday and then replay to at least 2 of your class mates by End of Friday. I will read your responses and will ask follow-up questions.

## Evaluation of Work

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. 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.

Assignments are due 11:55pm on dates noted within Sakai.

**Submissions**

In most cases assignments should be submitted by 11:55pm on the date noted in Sakai's submission section.

**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**

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)

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.

**Use of the Library**

Students have access to the OHSU library. Physically, the library is located in the BICC building on the Marquam Hill Campus. Online, the library has many resources helpful to students including online texts and journal access.

**Online Access to Journal Articles in OHSU Library**

1. Go to <http://www.ohsu.edu/library>
2. This will bring up the Library home page where you can enter the name of the journal. Enter the name of the journal; e.g., *Health Affairs*. Then click *Go*.
3. If connecting from a non-OHSU computer (and if requested), enter OHSU log-in information when requested.
4. Click on the appropriate link to get to the journal that you want and then select the particular issue of the journal.
5. Click on the article that you want. This will give you free access to the journal.