



Course Syllabus

MGT 541 F13 Leadership & Communication Skills

General Information

Term:	Fall	Credits:	3.0
Delivery:	Blended, F2F + online collaborative learning	Schedule:	2 X F2F, 10 weeks

Purpose

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.

Learning Objectives to be addressed in this course

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.

Course Instructor

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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 30 and ends on Sunday, December 14, 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 4, 2013 from 9:00 a.m. to 2 p.m. The second in-class session is December 7, 2013, from 9:00 a.m. to 2 p.m. These two sessions are required. If you cannot attend a session, please contact me in advance to negotiate an alternative assignment for credit. I strongly encourage you to attend the face-to-face sessions. 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 be placed in 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 14, 2013.

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 20% 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.

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 4 & December 7, 2013). 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:

Grading

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

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Additional articles from other sources, when used, will be made available through Sakai in the weeks they are assigned.

Office hours

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.

Online hours

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.

Logistics

Two face-to-face (F2F) sessions will be held, one in the first week (Saturday, October 4, 9 AM to 2 PM) and the second in the 10th week (Saturday, December 7, 9AM to 2PM). Both F2F sessions will be held in CHH 12181. **Attendance at each F2F session is required unless a pre-arranged absence has been negotiated.**

Weekly modules will begin on Monday of each week. Assignments are due at 11:55 pm Pacific Time on designated days.

Disabilities

Our program is committed to all students achieving their potential. If you have a disability or think you may have a disability (physical, learning disability, hearing, vision, psychological) which may need a reasonable accommodation please contact Sue Orchard, Coordinator for Student Access, at (503) 494-0082 or email at orchards@ohsu.edu to discuss your needs. You can also find more information at <http://www.ohsu.edu/academic/acad/osahome.html>. 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.

Academic Integrity

Students are expected to adhere to 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>