



MGT 520 Becoming an Effective Manager

Term: Spring 2020

Credits: 4 quarter credits

Instructor: Niki Steckler, Ph.D. (steckler@ohsu.edu)
Jim Huntzicker, Ph.D. (huntzicj@ohsu.edu)

Course meets online: Monday March 30 - Friday June 19

Face-to-Face Dates: Friday April 3, 2020 4:00pm - 9:00pm
Saturday June 6, 2020 9:00am - 2:00pm

Required Materials

Bolman, L.G. & Deal, T.E. *Reframing Organizations: Artistry, Choice, and Leadership*. 6th Edition. Jossey-Bass.
ISBN: 1119281822. MSRP: \$85.00

Tan, Chade-Meng. *Search Inside Yourself: The Unexpected Path to Achieving Success, Happiness (and World Peace)*. HarperOne. ISBN: 0062116932. MSRP: \$27.00

A coursepack of required articles and case studies will be available online via the Harvard Business Education website, with a link provided in the syllabus, for a purchase price of around \$81.00.

Additional readings will be made available online via the Sakai learning platform.

Course Description

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.

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.

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.