

## MGT 520 Becoming an Effective Manager

**Term:** Spring 2021  
**Credits:** 4 quarter credits  
**Instructors:** Niki Steckler, Ph.D. (steckler@ohsu.edu), James Huntzicker, Ph.D. (huntzicj@ohsu.edu)

**Course meets online:** Monday, March 29, 2021 - Friday, June 18, 2021

**Face-to-Face Dates:** Friday, April 9 4:00 – 9:00pm  
Saturday, June 5 9:00am – 2:00pm

### Required Materials

*Reframing Organizations: Artistry, Choice, and Leadership*

**Author:** Bolman, L.G. & Deal, T.E.

**Publisher:** Jossey-Bass

**Edition:** 6th Edition

**ISBN:** 1119281822

**Price:** \$75.00

**Note:** 6th edition is desirable because of more timely examples from current-day business events; 5th edition will have the same management theory and concepts, often available at a lower price, and is also acceptable for this course.

*Search Inside Yourself: The Unexpected Path to Achieving Success, Happiness (and World Peace)*

**Author:** Tan, Chade-Meng

**Publisher:** HarperOne

**ISBN:** 0062116932

**Price:** \$16.99

*Harvard Coursepack*

A coursepack of required articles and case studies will be available online via the Harvard Business Education website, with a link provided in the MGT 520 course site, for a purchase **price** of \$81.25.

Additional readings will be supplied in Sakai.

### Course Description

This course develops participants' ability to understand and influence human behavior within technology-intensive organizations. Students learn to manage themselves, manage one-on-one relationships at work, manage their careers, and manage teams, all using ethical approaches to building coalitions and influencing others without formal authority. A major emphasis in the course is 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 organizations that are creating or using new technologies. Participants learn and practice setting and managing agendas (while juggling multiple demands), building and sustaining networks (while satisfying various stakeholders), and taking productive, ethical action (while honoring the values and culture of the organization).