

University of Montana

ScholarWorks at University of Montana

University of Montana Course Syllabi

Open Educational Resources (OER)

Spring 2-1-2012

PSCI 524.01: Seminar in Management Skills

Peter Koehn

University of Montana - Missoula, peter.koehn@umontana.edu

Follow this and additional works at: <https://scholarworks.umt.edu/syllabi>

Let us know how access to this document benefits you.

Recommended Citation

Koehn, Peter, "PSCI 524.01: Seminar in Management Skills" (2012). *University of Montana Course Syllabi*. 5937.

<https://scholarworks.umt.edu/syllabi/5937>

This Syllabus is brought to you for free and open access by the Open Educational Resources (OER) at ScholarWorks at University of Montana. It has been accepted for inclusion in University of Montana Course Syllabi by an authorized administrator of ScholarWorks at University of Montana. For more information, please contact scholarworks@mso.umt.edu.

P Sci 524 (3 cr)
Seminar in Management Skills
Spring 2012

Peter Koehn
Office: LA 348 x5294
MW 2-4 & by appointment

Course Description

The seminar focuses on skills that research has shown to be important contributors to managerial effectiveness in public and not-for-profit organizations. Students will assess their current strengths and weaknesses in each behavioral area, increase their cognitive understanding of these personal and organizational skills, and begin the process of expanding and enhancing their competency by applying the behavioral principles they learn in a variety of case studies and exercises.

Course Objectives

The course is organized around an integrated, comprehensive, and experiential learning model designed to improve participants' management behavior through skill assessment, learning, analysis, and practice. Specifically, we will concentrate on developing practical management skills in self-assessment, oral and written presentations, managing stress, conducting meetings, communicating supportively, gaining power and influence, motivating others, managing conflict, empowering and delegating, managing diversity, negotiating agreements in transnational organizational contexts, and participating in performance-appraisal and employee-selection interviews.

Course Conduct

The practical approach followed in this seminar can be described as *application-centered*. The experiential aspects of the course are to be used for practice, not discovery. The professor's role is to facilitate student involvement by creating a learning process and an environment in which participants are motivated to find answers to their questions and to expand and sharpen their behavioral skills. Class attendance and participation are crucial.

Required Text

David A. Whetten and Kim S. Cameron, *Developing Management Skills*, 7th edition (Pearson Educational, 2007).
e-res materials (password is psci524)

Course Requirements and Assessment

Class participation: 33% *Completion of assigned pre-class activities, participation in seminar discussions, involvement in exercises, role plays, the transnational negotiation, and case analyses, contributions to group activities, support for classmates' learning experience.*

Individual written and oral assignments and exercises. 33%

Group Projects. 33%

Course Outline and Weekly Preparations

23 January **Introduction**

30 January **Developing Self-awareness**

Pre-class Preparation:

- Step #1. Read pp. 3-23.
- Step #2. Complete step 1 of the *personal assessment of management skills* survey (pp. 24-28) and score (add) on p. 42
- Step #3. Distribute and collect step 2 of the *PAMS* survey (Associates Version on e-res) to two colleagues. Score (add separately) on p. 42
- Step #4. Complete *what does it take to be an effective manager* exercise (interview 2 managers) (pp. 28-29)
- Step #5. Complete *SSS Software In Basket* exercise (pp. 30-41) (allocate 3 hours)
- Step #6. Complete and score step 1 of *self-awareness assessment* (pp. 46-47 & 101)
- Step #7. Complete and score *emotional-intelligence assessment* (pp. 47-48 & 101-103)
- Step #8. Complete and score *defining-issues test* (pp. 48-51 & 103-105)
- Step #9. Complete and score *learning-style inventory* (pp. 52-53 & 105)

6 Feb **Developing Self-awareness (continued)**

Pre-class Preparation:

- Step #1. Complete and score *locus-of-control scale* (pp. 54-56 & 105)
- Step #2. Complete and score *tolerance-of-ambiguity scale* (pp. 56 & 106)
- Step #3. Complete and score *core self-evaluation scale* (pp. 57 & 106-107)
- Step #4. Read pp. 58-87.
- Step #5. Read Finn & Jacobsen, "The Genogram & Some Adaptations" (2008) (e-res)

13 February **Managing Stress**

Pre-class Preparation:

- Step #1. (a) Complete and score step 1, *stress-mgt* diagnostic assessment (pp. 110-111 & 168)
(b) Complete and score *time-mgt* assessment (pp. 111-112 & 168-169)
(c) Complete and score *type-A-personality inventory* (pp. 112-113 & 169)
(d) Complete and score *social-readjustment-rating scale* (pp. 113-115 & 170)
(e) Answer *three sources of personal stress questions* (p. 115)
- Step #2. Read pp. 116-158
- Step #3. Read Aspinwall, "Dealing with Adversity" (e-res)
- Step #4. Read Jackson, "Plight of Fight or Flight" (2005) (e-res)
- Step #5. Read Rhodes, "Groans Often Greet 'You've Got Mail'" (2008) (e-res)
- Step #6. Read "Productivity Experts Can Help You Get Going" (2008) (e-res)
- Step #7. Read Lin-Fisher, "Distractions Zap Workers" (e-res)
- Step # 8. (a) Complete *small-wins-strategy exercise* (pp.159-160)
(b) Complete *life-balance analysis* (pp. 160-162)
(c) Complete (recommended) *deep-relaxation exercise* (p. 162)

20 Feb Presidents' Day – no class

27 Feb **Effective Written and Oral Presentations**

Pre-class Preparation:

Step # 1. Read pp. 596-612

Step # 2. Read M.E. Sharpe, "Style points" (e-res)

Step # 3. Read Germano, "Passive is Spoken Here" (e-res)

Step # 4. Correct *Prof. Koehn's Favorit Mastakes* (e-res)

****Group topic proposal for organizational problem project due**

5 March **Coaching, Counseling, and Communicating Supportively**

Pre-class Preparation:

Step #1. (a) Complete and score step 1 of *supportive-communication* diagnostic survey (pp. 238-239 & 280)

(b) Complete and score *communication-styles* survey (pp. 239-241 & 280-281)

Step #2. Read pp. 242-276

Step #3. Read Surtees, "Building Trust in Diverse Teams"(2007) (e-res)

Step #4. Read and prepare for class role play: Bell, "Smokin' On Main Street" (e-res)

Step #5. Read Cissna, "Accuracy of Interpersonal Perception," pp. 175-179; complete p. 182 only (e-res)

Step #6. Complete one of these (recommended): assignment 1, 2, or 3 on page 278

12 March **Gaining Power and Influence**

****Group meeting agenda due**

Pre-class Preparation:

Step #1. (a) Complete and score step 1 of *gaining power & influence* diagnostic survey (pp. 284-285 & 323)

(b) Complete and score *using-influence-strategies* survey (pp. 285-286 & 324)

Step #2. Read pp. 287-320

Step #3. Read Szpaller, "Tough Agency Driving Changes" (2009) (e-res)

Step #4. Complete (recommended) assignment 1,2,3, or 5 on page 293

19 March **Motivating Others**

Pre-class Preparation:

Step # 1. (a) Complete and score step 1 of *diagnosing poor performance and enhancing motivation* survey (pp. 328-329 & 374)

(b) Complete and score *work-performance-assessment* survey (pp. 329 & 375)

Step # 2. Read pp. 330-370

Step # 3. Read Ivancevich, "Motivation," pp. 302-316 (e-res)

Step # 4. Prepare option 2 (as amended) p. 367

Step # 5. Complete (recommended) assignment 1 or 2 on page 371

19 March **Managing Conflict**

Pre-class Preparation:

- Step #1. (a) Complete and score step 1 of *managing-conflict* diagnostic survey (pp. 378-379 & 438)
(b) Complete and score *strategies-for-handling-conflict* survey (pp. 379 & 439)
- Step #2. Read pp. 380-413, 423-428.
- Step #3. Read Covey, "Be Loyal to Those Absent" (e-res)
- Step #4. Read Finn & Jacobsen, "Conflict Transformation" (2008) (e-res)

26 March **Interviewing**

Pre-class Preparation:

- (1) Read pp. 624-637.
- (2) Read Kleinman, "Job Interviews Now Include Behavior, Relationship History" (e-res)
- (3) Read Lindgren, "Conducting Interviews is a Job" (2004) (e-res)

In-class: Meetings, Bloody Meetings video (DVD03301, 35 minutes)

2 April Spring Break

9 April **Empowering and Delegating**

Pre-class Preparation:

- Step #1. (a) Complete and score *empowerment and delegation* diagnostic survey (pp. 444-445 & 489)
(b) Complete and score *personal-empowerment* assessment (pp. 445-446 & 489)
- Step #2. Read pp. 447-486
- Step #3. Complete (recommended) assignment 2 or 3 on page 487

9 April **Conducting Meetings**

Pre-class Preparation:

- (a) Read pp. 497-522
- (b) Read pp. 656-661
- (c) Read Howe, "A Song of Meetings" (e-res)
- (d) Prepare to hold meeting (see pp. 661-663) on group projects

Groups conduct meetings according to best management practices
Group project research objectives, assignments, and outline preparation

16 April

Diversity Management

****Group organizational-problem project outline due.** *At minimum, the outline should include a problem statement, your group's chosen consultancy role, your research approach, a findings section, and a recommendations section.*

Pre-class preparation:

- (1) Review pp. 21-22, 59-62
- (2) Read Wrench, "Diversity Management Can Be Bad for You" (2005) (e-res)
- (3) Read (recommended) Koehn and Rosenau, "Transnational Competence in an Emergent Epoch" (2002) (e-res)

16, 23 April **Transnational Negotiation**

Pre-class preparation:

- (1) Read Phyllis Ngai, "Nonverbal Communication Behavior of Professional Administrators" (pp. 104-116) (e-res)
- (2) Read Moran et al.(2007) "Tips for Doing Business & Negotiating with Chinese" (e-res)
- (3) Read Moran et al.(2007) "Tips for Doing Business & Negotiating with Americans" (2007) (e-res)
- (4) Read "Education: China's Learning Curve" (2003) (e-res)
- (5) Read Lin-Liu, "U. of Michigan Program in China Is Off to a Slow Start" ('02) (e-res)
- (6) Read Mooney, "Wild, Wild East" (2006) (e-res)
- (7) Read "Shanghai International Studies University" (2005) (e-res)

****Group transnational negotiation**

30 April Preparation for final group presentation

****Group organizational fact sheet due**

7 May

(4:10-6:30) ****Group "organizational problem" consultancy presentations**