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### PSC 524.01: Seminar in Management Skills

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P Sci 524 (3 cr)  
*Seminar in Management Skills*  
Spring 2010

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Office: LA 348 x5294  
M 2-4; W 12-1& 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*, 7<sup>th</sup> 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

25 January     **Introduction**

1 February     **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)

8 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)

15 Feb             Presidents' Day – no class

22 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)

1 March                      **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**

8 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 Cissna, "Accuracy of Interpersonal Perception," pp. 175-179; complete p. 182 only (e-res)  
Step #5. Complete one of these (recommended): assignment 1, 2, or 3 on page 278

15 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

15 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

## 22 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)

## 22 March      **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

29 March      Spring Break

## 5 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

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

Groups conduct meetings according to best management practices

Group project research objectives, assignments, and outline preparation

## 12 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)

12, 19 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**

26 April        Preparation for final group presentation

3 May           **Interviewing**

**\*\*Group organizational fact sheet due**

*Pre-class Preparation:*

- (1) Read pp. 624-648.
- (2) Read Kleinman, "Job Interviews Now Include Behavior, Relationship History" (e-res)
- (3) Read Lindgren, "Conducting Interviews is a Job" (2004) (e-res)

10 May

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