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Spring 2-1-2007

### PSC 524.01: Seminar in Management Skills

Jesse Munro

*The University Of Montana*, [jesse.munro@umontana.edu](mailto:jesse.munro@umontana.edu)

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Political Science 524  
**Management Skills**

Jesse Munro, MPA  
Phone 406-431-0047  
E-Mail: j.munro@bresnan.net

### **Course Description**

This course introduces students of public administration to the concept of developing management skills. The course focuses on developing the skills necessary to implement progressive ideas into their work environments. The course looks at the personal, interpersonal, and group skills necessary to develop in becoming effective managers.

### **Course Objectives**

1. To acquire substantive knowledge and understanding in the development of management skills.
2. To develop the ability to recognize and apply the developed skills in situations facing public administrators in their daily operations.

### **Required Text – Student Must Purchase**

*“Developing Management Skills,”* Latest Edition, David A. Whetten and Kim S. Cameron, Pearson Prentice Hall

**Other Readings – Provided in “Course Materials” on the Blackboard for this course.**

### **Course Requirements**

Lessons must be completed by each Wednesday by 7 pm MST. Students are required to read the mini-lectures, complete all assigned readings and assignments, participate on the discussion board, and complete all writing assignments by the established times. Lessons provide summary points based on what the instructor is trying to emphasize as key elements for the student to learn and understand. These are not to be considered all-inclusive and the student is responsible to use these summary points in developing their understanding.

All time requirements for discussion board responses and writing assignments will be based on Mountain Standard Time. The instructor will be on-line reviewing student responses to discussion board questions each Wednesday night from 7 to 9 pm (MST). I encourage all students to be online during this time to participate in the discussion board. I realize that this may not be possible for every student, but this is a time to share thoughts and discuss with your fellow students. If you cannot be online during this time each week, you are still required to respond to the questions before 7 pm and then at another time review others comments and respond to them.

### **Writing Assignments**

Five writing assignments are required. Students are required to follow the instructions contained in the relevant lesson for each assignment. Students may also refer to Lesson 1 for guidance.

## Course Grading

Grading will be based on your Discussion Board responses and five (5) writing assignments. The first four (4) writing assignment are worth 50 points each, the final writing assignment is worth 75 points, and Discussion Board responses are worth 75 points for the semester, for a total of 350 points. You will receive your Discussion Board points at the end of the semester. If you are curious as to how you are doing on your Discussion Board questions during the semester, call me and I will let you know.

A =	326-350
A - =	315-325
B+ =	305-314
B =	291-304
B- =	280-290
C+ =	270-279
C =	256-269

## Weekly Assignments

### Lesson 1 (Due 29 August)                      Introduction and The Critical Role of Management Skills

Read the mini-lecture on-line, complete the assigned readings and assignments, and respond to the Discussion Board questions.

Assigned Reading:

*Developing Management Skills*, David A. Whetten, Kim S. Cameron, Introduction, Pages 1-23.

#### Assignments: **Writing Assignment #1 - Due Today (50 Points)**

1. Go to Page 24 of the book. Read Step 1 and complete the Personal Assessment. When you have answered all 84 questions, total your score. On page 43 is the scoring scale.
2. Writing Assignment #1: Once you have completed the Personal Assessment, write a three to five page paper (double-spaced; 12-font, left-justified; one inch margins all around, no contractions and no title page) discussing what you found out about yourself in taking the Personal Assessment. When you have finished, email the paper to [j.munro@bresenan.net](mailto:j.munro@bresenan.net) no later than 7 pm on 29 August 2007.

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### Lesson 2 (Due 5 Sept)                      Developing Self-Awareness

Read the mini-lecture on-line, complete the assigned readings and assignments and respond to the Discussion Board questions.

Assigned Reading: **Be sure to follow the authors direction for the assessment.**

*Developing Management Skills*, David A. Whetten, Kim S. Cameron, Chapter 1, Pages 45-108

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**Lesson 3 (Due 12 Sept)**Managing Personal Stress

Read the mini-lecture on-line, complete the assigned readings and assignments and respond to the Discussion Board questions.

Assigned Reading:

*Developing Management Skills*, David A. Whetten, Kim S. Cameron, Chapter 2, Pages 109-170

Assignment:

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**Lesson 4 (Due 19 Sept)**Solving Problems Analytically and Creatively

Read the mini-lecture on-line, complete the assigned readings and assignments and respond to the Discussion Board questions.

Assigned Reading:

*Developing Management Skills*, David A. Whetten, Kim S. Cameron, Chapter 3, Pages 171-235

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**Lesson 5 (Due 26 Sept)**Making Oral and Written Presentations

Read the mini-lecture on-line, and complete the assigned readings and assignments. There are no Discussion Board questions today since Writing Assignment #2 is due.

Assigned Reading:

*Developing Management Skills*, David A. Whetten, Kim S. Cameron, Supplement A., Pages 596-612

Assignment: **Writing Assignment #2 - Due Today (50 Points)**

Go to page 613, and develop the first assignment “Speaking as a Leader.” You are to select from one of the 12 topics provided and complete the assignment. You are required to prepare a three-to-five minute speech and a two-page memo regarding the talk. Generally, a speech of this length will take about three-to-five pages in writing. Your papers should be double-spaced; 12-font, left-justified; one inch margins all around, no contractions and no title page. Submit your written speech and two page memo to [j.munro@bresnan.net](mailto:j.munro@bresnan.net) no later than 7 pm on 26 September 2007. Once I have them, I will post them on the site under Course Materials so that you all may review them.

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**Lesson 6 (Due 3 October)**Building Relationships by Communicating Supportively

Read the mini-lecture on-line, complete the assigned readings and assignments and respond to the Discussion Board questions.

Assigned Reading:

*Developing Management Skills*, David A. Whetten, Kim S. Cameron, Chapter 4, Pages 237-282

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**Lesson 7 (Due 10 October)**                      Gaining Power and Influence

Read the mini-lecture on-line, complete the assigned readings and assignments and respond to the Discussion Board questions.

Assigned Reading:

*Developing Management Skills*, David A. Whetten, Kim S. Cameron, Chapter 5, Pages 283-326

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**Lesson 8 (Due 17 October)**                      Motivating Others

Read the mini-lecture on-line, complete the assigned readings and assignments and respond to the Discussion Board questions.

Assigned Reading:

*Developing Management Skills*, David A. Whetten, Kim S. Cameron, Chapter 6, Pages 327-376

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**Lesson 9 (Due 24 October)**                      Conducting Interviews

Read the mini-lecture on-line, and complete the assigned readings and assignments. There are no Discussion Board questions today since Writing Assignment #3 is due.

Assigned Reading:

*Developing Management Skills*, David A. Whetten, Kim S. Cameron, Supplement B, Pages 623-635

Assignment: **Writing Assignment #3 - Due Today (50 Points)**

Writing Assignment #3 – After reading the assigned readings and reviewing the exercises, you are to write a three to five page paper regarding how, in the future, you will prepare to interview a job applicant, or conduct a performance evaluation interview. Be sure to include in the paper your views regarding new things that you learned and would previously not have included in your preparations and interview. Explain in your paper why you think these items are important and how they will improve your management skills. Your paper shall be double-spaced; 12-font, left-justified; one inch margins all around, no contractions and no title page. When completed, email the paper to [j.munro@bresnan.net](mailto:j.munro@bresnan.net) no later than 7 pm MST.

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**Lesson 10 (Due 31 October)**                      Managing Conflict

Read the mini-lecture on-line, complete the assigned readings and assignments and respond to the Discussion Board questions.

Assigned Reading:

*Developing Management Skills*, David A. Whetten, Kim S. Cameron, Chapter 7, Pages 377-441

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**Lesson 11 (Due 7 November)**      Empowering and Delegating

Read the mini-lecture on-line, complete the assigned readings and assignments and respond to the Discussion Board questions.

Assigned Reading:

*Developing Management Skills*, David A. Whetten, Kim S. Cameron, Chapter 8, Pages 443-492

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**Lesson 12 (Due 14 November)**      Building Effective Teams and Teamwork

Read the mini-lecture on-line, complete the assigned readings and assignments and respond to the Discussion Board questions.

Assigned Reading:

*Developing Management Skills*, David A. Whetten, Kim S. Cameron, Chapter 9, Pages 493-536

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**Lesson 13 (Due 21 November)**      **No Class – Thanksgiving Holiday**

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**Lesson 14 (Due 28 November)**      Conducting Meetings

Read the mini-lecture on-line, and complete the assigned readings and assignments. There are no Discussion Board questions today since Writing Assignment #4 is due.

Assigned Reading:

*Developing Management Skills*, David A. Whetten, Kim S. Cameron, Supplement C, Pages 655-663

Assignment: **Writing Assignment #4 – Due Today (50 Points)**

Writing Assignment #4 – After reading the assigned readings and reviewing the exercises, you are to write a three to five page paper reflecting how, in the future, you will prepare for and conduct a meeting. Be sure to include in the paper your views regarding new things that you learned and would previously not have included in your preparations for and conducting meetings. Explain in your paper why you think these items are important and how they will improve your management skills. Your paper shall be double-spaced; 12-font, left-justified; one inch margins all around, no contractions and no title page. When completed, email the paper to [j.munro@bresnan.net](mailto:j.munro@bresnan.net) no later than 7 pm on 28 November 2007.

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**Lesson 15 (Due 5 December)**      Leading Positive Change

Read the mini-lecture on-line, complete the assigned readings and assignments and respond to the Discussion Board questions.

Assigned Reading:

*Developing Management Skills*, David A. Whetten, Kim S. Cameron, Chapter 10, Pages 537-593

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**Lesson 16 (Due 12 December)**      Conclusion and Summary

Read the mini-lecture on-line, complete the assignment and respond to the Discussion Board questions.

Assigned Reading: None

Assignment: **Writing Assignment #5 - Due Today (75 Points)**

Writing Assignment #5 – Now that the course is concluding, you are to write a seven to ten page paper summarizing what items from this course you intend to incorporate into your personal management skills and why you think they are important in the development of your management skills (in other words, why you think they will make you a better manager in the public administration arena). Your paper shall be double-spaced; 12-font, left-justified; one inch margins all around, no contractions and no title page. When completed, email the paper to [j.munro@bresnan.net](mailto:j.munro@bresnan.net) no later than 7 pm on 12 December 2007.

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