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PSC 524.01: Seminar in Management Skills

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P Sc 524 (3 cr)
Seminar in Management Skills
Spring 2003

Peter Koehn
Office: LA 416 x5294
M 2-4; W 12-12:30, 2-3:30;
and 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 to a variety of case studies and exercises.

Course Objectives

The course is organized around an integrated, comprehensive learning model designed to change learners' 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, managing conflict, empowering and delegating, interacting in multicultural-organizational contexts, and participating in interviews.

Course Conduct

The approach to this seminar can be described as application-oriented education. 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*, 5th edition (Prentice Hall, 2002).

e-res materials (password is 52401)

Course Requirements and Assessment

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

Individual written and oral assignments and exercises. **33%**

Group Projects. **33%**

Course Outline and Weekly Preparations

27 January **Introduction**

3 February **Developing Self-awareness**

Pre-class Preparation:

Step #1. Read pp. 1-22.

Step #2. Complete and score step 1 of the *personal assessment of management skills* survey.

Step #3. Complete and score step 2 of the *PAMS* survey (see special instructions)

Step #4. Complete *what does it take to be an effective manager* exercise (interview 2 managers)

Step #5. Complete *SSS Software* exercise (allocate 3 hours)

Step #6. Complete and score step 1 of *self-awareness diagnostic survey*

Step #7. Complete and score *defining-issues test*

Step #8. Complete and score *learning-style inventory*

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

Pre-class Preparation

Step #1. Complete and score *locus-of-control scale*

Step #2. Complete and score *tolerance-of-ambiguity scale*

Step #3. Complete and score *fundamental interpersonal relations orientation-behavior scale*

Step #4. Read pp. 56-83.

17 Feb Presidents' Day – no class

24 Feb **Effective Written and Oral Presentations**

Pre-class Preparation:

Step # 1. Read pp. 496-512

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

Step # 3. Correct *Prof. Koehn's Favorit Mastakes*

3 March **Managing Stress**

Pre-class Preparation:

Step #1. (a) Complete and score step 1 of *stress-mgt* diagnostic survey

(b) Complete and score *time-mgt* survey

(c) Complete and score *type-A-personality inventory*

(d) Complete and score *social-readjustment-rating scale*

(e) Answer *three sources of personal stress* questions

Step # 2. Read pp. 104-146.

- Step # 3. (a) Complete *small-wins-strategy exercise*
(b) Complete *life-balance analysis* (recommended)
(c) Complete *deep-relaxation exercise* (recommended)
(d) Complete assignments 5 & 6 on page 153 (recommended)

****Group meeting agenda due**

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

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

Pre-class Preparation:

- Step #1. (a) Complete and score step 1 of *supportive-communication* diagnostic survey
(b) Complete and score *communication-styles* survey
Step #2. Read pp. 216-245
Step #3. Complete one of these: assignment 1, 2, or 3 on page 248 (recommended)
Step #4. Initiate a *PMI system* at your workplace and evaluate results (recommended)

17 March **Conducting Meetings**

Pre-class Preparation:

- (a) Read pp. 546-553
(b) Prepare to hold meeting (pp. 555-556) on group projects

In-class: Meetings, Bloody Meetings video (VT04246, 35 minutes)

Groups conduct meetings according to best management practices
Group project and outline preparation

24 March **Spring Break**

31 March **Gaining Power and Influence**

Pre-class Preparation:

- Step #1. (a) Complete and score step 1 of *gaining power & influence* diagnostic survey
(b) Complete and score *using-influence-strategies* survey
Step #2. Read pp. 255-294
Step #3. Complete assignment 1,2,3, or 5 on page 271 (recommended)

****Group organizational-problem-project outline due**

7 April **Motivating Others**

Pre-class Preparation:

- Step # 1. (a) Complete and score step 1 of *diagnosing poor performance and enhancing motivation* survey
(b) Complete and score *work-performance-assessment* survey
Step # 2. Read pp. 304-341

- Step # 3. Prepare option 2 (as amended) p. 340
Step # 4. Complete assignment 1 or 2 on page 344 (recommended)

14 April **Managing Conflict**

Pre-class Preparation:

- Step # 1. (a) Complete and score step 1 of *managing-conflict* diagnostic survey
(b) Complete and score *strategies-for-handling-conflict* survey
Step # 2. Read pp. 351-388
Step # 3. Read Covey, "Be Loyal to those Absent" (e-res)

14 April **Empowering and Delegating**

Pre-class Preparation:

- Step #1. (a) Complete and score *empowerment and delegation* diagnostic survey
(b) Complete and score *personal-empowerment* assessment
Step #2. Read pp. 409-448
Step #3. Complete assignment 2 or 3 on page 449 (recommended)

21 April **Intercultural and Transnational Interaction**

Pre-class preparation:

- (1) Review pp. 63-64
- (2) Read Conner, "Developing the Global Leaders of Tomorrow" (e-res)
- (3) Read Schermerhorn, *et al.*, *Organizational Behavior*, pp. 24-34 (e-res)
- (4) Read Phyllis Ngai & Peter Koehn, "The Pitfalls of Unspoken Signals" (e-res)
- (5) Read Phyllis Ngai, "Nonverbal Communication Behavior of Professional Administrators" (pp. 104-116) (e-res)
- (6) Read Koehn and Rosenau, "Transnational Competence in an Emergent Epoch" (2002) (e-res)

****Group "intercultural interaction" presentation, role play, & negotiation**

28 April Preparation for final group presentation

5 May **Interviewing**

Pre-class Preparation:

- (1) Read pp. 524-537, 542-543
- (2) Read Kleinman, "Job Interviews Now Include Behavior, Relationship History" (e-res)

****Group organizational fact sheet due**

12 May ****Group "organizational problem" presentations**
(4:00-6:30)