



Centre for Leadership and Community Learning COURSE OUTLINE

Division: Centre for Leadership and Community Learning
Program: Individual Management/Leadership Electives
Course Code: **MGMT 123**
Course Title: **Managing In The Middle**
Course Effective Date:

Previous course code & title:

Required

Elective

Credits: 1.0

Total Course Hours (face-to-face): 14

Lab Hours (if any): NA

Practicum Hours (if any): NA

Delivery Method:

Face-to-face

Distance

Online

Prerequisites: **None**

Equivalent Course(s) within the JI:

Brief Description:

This course is intended for managers who operate in the “middle space” of organizational systems– the space that pulls from the top and the bottom, and sometimes from side to side. Through this course managers will gain clarity about the organizational system within which they work. Then, from a systems perspective, managers will come to understand how managing in the middle, where there are at times competing and conflicting demands and priorities from the top and at the bottom, drives their behaviour. Managers will then collectively learn and practice concrete strategies for mastering the middle.

Evaluation Profile:

Attendance only

Credit / No Credit

Complete/Incomplete

Pass/Fail

Letter Grade

% Grade

Passing Grade (if applicable): Credit granted



Evaluation Methods and Percentage of Total Grade:

100% attendance in all classes;

Active contribution in large and small group discussions and activities.

Self evaluation

Role plays

Learning Outcomes / Goals:

At the end of this 14 hour, 2 day program participants will come to understand the dynamics of organizational systems and how to manage from a mid level position

Learning Objectives:

Upon successful completion of this course, the participant will be able to:

Identify the whole organizational system within which they work.

Identify their unique position within the whole system.

Describe, from a systems perspective, how competing and conflicting demands within the system affect their behaviour.

From a systemic lens, learn and practice four strategies for empowering self as middle manager.

Identify which responsibilities belong to the "middle".

Coach people to handle their conflicts.

Facilitate bringing tops and bottoms or other middles together to form solutions to problems.

Build organizational communities of practice.

Plan how to bring middles together to form strong peer groups that together can integrate knowledge and strategize solutions to problems.

Course Topics/Content:

Converting Middle Powerlessness to Middle Power

Emotional Intelligence and Coaching

Emotional Fields in Organizations

Leadership Styles in Process



Text and Resource Materials:

Required:

Recommended:

Oshry, Barry. 1996. Seeing Systems: Unlocking the Mysteries of Organizational Life.

Senge, Peter. 1990. The Fifth Discipline: The art and practice of the learning organization.

Anderson, V., & Johnson, L. 1997. System Thinking Basics: From concepts to causal loops.

Comments and Course Policies:

Evaluations:

Course outline changes: All changes to course outlines communicated to learners in class.

JI Policies refer to website:

www.jibc.bc.ca/studentsservices/main/academicservices/policies.htm