

Course Number

UGIS 157

UC Berkeley

Course Name

Experiential Learning: Context, Self-Reflection, and Professional Development

Course Term

Summer 2016 Session (10 week)

Course Instructor

Dr. Joel Clark

Course Credits

Three (3) semester credits

Course Description

This course facilitates your learning and self-reflection about various types of organizational contexts, structures, and cultures and about the development of practical strategies to promote successful internship experiences. A series of audio-visual lectures, practical exercises, writing assignments, projects, and online group discussions will guide you through all stages of your internship experience. The course will also present a range of theories, methods, and real-world example for examining management and organizational theory and practice.

Course Objectives

Upon successful completion of this course, you will be able to

- determine your workplace's unique culture, and effectively adjust to that culture while maintaining common professional standards
- establish professional personas and habits that reflect well on you and your university
- move up effectively to higher level responsibilities and projects while still covering all your basic tasks and duties
- recognize and practice common networking and teamwork strategies
- recognize common ethical dilemmas in the workplace and develop personal strategies to maintain personal and workplace ethical standards
- research and analyze your workplace's institutional structure, larger organizational context, opportunities, and constraints that influence short and long term organizational goals
- identify the main tenets of the four frames of analysis and apply those main tenets to various work sectors and situations, including your internship workplace
- analyze your workplace using the four frames of analysis
- compile a professional portfolio, including an updated resume, writing sample, example of an accomplishment, and a collection of professional contacts that represent part of your new professional network
- present in summary form a final assessment of your internship institutional context, personal orientation to various career paths and preferred leadership styles and tools

and reflect upon

- your workplace culture and situate it among other organizational cultures
- varying professional norms and expectations across various types of organizations

- different workplace needs and strategies for fulfilling those needs
- the importance of leadership in organizations in general
- your personal preferences regarding persona and professional goals, career paths, and leadership styles and tools

Office Hours

Dr. Clark will designate 3 designated 'office hours' each week where he is available for phone calls, emails or messages from students wherever you are working. If you have an immediate critical issue, you may also call Dr. Clark during regular business hours US Central Standard Time, at (608) 575-7591 .

Course Schedule

See below for weekly schedule outlining readings/ assignments, activities, and assignments.

Textbook and Materials

Lee G. Bolman and Terrence E. Deal, *Reframing Organizations: Artistry, Choice and Leadership*, 5th ed., (San Francisco: Jossey-Bass, 2013).

Multimedia lectures in each module.

Additional articles, readings, videos, and other materials as provided by the instructor.

You are expected to fully participate in all the course activities described here.

Learning Activities

VERY IMPORTANT: You won't be able to access your course material until you read and make Your Pledge to Academic Integrity. Go to the Modules page and click on the START HERE link. Click on the first link to learn about what constitutes cheating, plagiarism, and false information. If you think you already know, think again! You'll be surprised by what you find out. As a UC Berkeley student, you are expected to abide by these rules.

Readings

Each module includes readings from the textbook and/or other readings/materials as assigned. The specific reading assignments are listed in each module.

Multimedia presentations in each module support your readings and assignments. You should complete each week's reading assignments in *Reframing Organizations* before viewing the lectures. Take notes as needed while viewing the lectures, which you can navigate and search. Some slides include additional notes, which you may also print along with the slides; in addition, you can download the audio of the presentations as MP3 files.

Written Assignments & Projects

Detailed instructions for each assignment are included in the module in which they are due. For an at-a-glance view of due dates and requirements, refer to the **Course Schedule** under the Modules tab page.

- [*Applied Frame Analyses*](#), assigned in weeks 4-6, will structure your exploration and application of the key frames of analysis (structural, human resource, political, symbolic), as outlined in our core text, *Reframing Organizations*, to your particular workplace and larger organization. You can choose to employ 3

of the 4 frames. Due dates for each frame analysis are included in course schedule. Students can include verbatim portions of these frame analyses in their final Executive Summary project.

- **Career Interview & Write-Up**, which allows you to gain useful career insights and build your professional network by interviewing a middle- or high-level manager in your career field of interest and describing what you learned from the experience. Due by the end of Module 7. You should initiate requests for your career interview as soon as possible after you start working at your internships because scheduling the interview with a willing subject may take longer than you expect.
- **Professional E-Portfolio**, including an updated résumé, writing sample, an "artifact" from your internship work, collection of at least 10 contacts with description of how and where you made the contact, and a ***Reflective Journal***. The reflective journal records your impressions of your internship work, course lectures, readings or discussions, or any other reflections you have about where you are working, the city where you are living/working, what you do, who you meet, and how you feel. A minimum of 6 entries are required over the semester. Each entry should be a minimum one paragraph long (a standard paragraph is 3-12 sentences). I encourage you to get into the habit of writing in this journal daily, even for a few minutes. It is your opportunity for reflection all throughout your internship and will afford you great insight in your learning process and experience. Due by the beginning of Module 10 in electronic format.
- **Final Analysis and Presentation**, requires that you synthesize findings on your institutional analyses and other personal reflections and group

discussions, with key concepts/theories from the text, lectures, and supplemental readings. The final project will include a written report, a presentation using PowerPoint, Prezi, and/or a short video that will be accessible to other students.

Discussions

Discussion forum. In some modules I'll ask you to write reflectively and critically about relevant issues and topics in the Discussion forum. Your posts and responses are considered as your class participation and are graded; they are also an opportunity for exchanging views and sharing experience with other students in the course. The Discussions forum is asynchronous (not real time); however, you may also interact with your teammates in the course chat room if you so choose.

Student Lounge

The Student Lounge is our place for informal discussion, a place to create new topic threads and share common issues or experiences, class-related or not. Please use that forum to post questions about the course material to fellow students and answers to help other students, and general FAQs so that all students in the course may benefit from the exchange. (Students with more specific questions about their own situation/assignments should contact the instructor and their GSI directly using the course communication system.

Course Mail

Make sure to check the Course Mail for messages from the instructor/GSI. You can access course mail both on the course home page, as well as from the Communicate tab.

Grading

Your course grade will be calculated as follows:

Discussion Postings and Responses	10%
Three Frames Analyses of Your Workplace	30%
Career Interview Write-Up	10%
Final Analysis/Presentation	35%
Professional Portfolio including Reflective Journal Entries	15%

General Grading Rubric

	Poor	Needs Improvement	Meets Expectations	Exceptional
Content	Poor writing style with little or no specific details, no evidence of having studied the material, and/or off topic.	Adequately written; some points elaborated but with minimal use of concepts from the material.	Well written, most points elaborated with clear and detailed information that supports thoughts and ideas and uses concepts from the material.	Well written, fully elaborates points. Clear and detailed information supports thoughts and ideas and shows full acquisition

				of concepts from the material.
Organization and Mechanics	Little or no structure present. Grammatical errors interfere with comprehension.	Organization present but awkward. Some grammatical errors present.	Good organization with few statements out of place. Minor grammatical errors.	Clearly organized and remains focused. Few or no grammatical errors.
Participation	Minimal posts in number or length. Posts show little or no reflection on the topics or previous posts.	Posts address the topic but consist mostly of a rote repetition of the study materials. Little or no reflection on previous posts.	Posts address the topic with reflection. Many responses build on previous posts.	Posts show a genuine interest in contributing to the overall life of the forum.

Your grades for assignments are recorded in the course grade book, and you can see them by clicking on the **Report** tab. Your final grade, however, will not appear online. **Your final letter grade will be mailed to you by the registrar's office.** Final grades are assigned according to the following percentages.

Letter Grade	Percentage
A	94-100%

A-	90-93%
B+	86-89%
B	83-85%
B-	80-82%
C+	76-79%
C	73-75%
C-	70-72%
D+	66-69%
D	63-65%
D-	60-62%
F	< 60%

Policies

Late Work

This totally online course is designed to work best when students and the instructor stay on track and move through the modules as a group. Meeting deadlines is vital to your success in the class. You will receive **a 5-point deduction for any late posts/responses to the Discussions Forum, per day. Submitting posts after the discussion post/response deadlines any time after the day/time deadline results in a 5-point deduction. For late submission of other assignments, a 5-point deduction per late day will apply.** All due dates and times are given in Pacific Daylight Time (PDT).

Students with Disabilities

Students requiring course accommodations due to a physical, emotional, or learning disability must contact the Disabled Students' Program (DSP), <http://dsp.berkeley.edu/services.html>, at the beginning of the course with their request. The DSP will review all requests on an individual basis.

End of Course Evaluation

Before your course End Date, please take a few minutes to participate in our End of Course Evaluation to share your opinions about this course. The evaluation does not request any personal information, and your responses will remain strictly confidential. To access the evaluation, please follow the link near the bottom of the Modules tab page. You may only take the evaluation once.

Summer 2016 Weekly Course Schedule

LEARNING ACTIVITIES

Readings, Lectures, Exercises, and Assignments

Module 1

Readings:

Reading 1. MBTI (Myers-Briggs Type Indicator) Basics from the Myers & Briggs Foundation

Multimedia Lectures:

Lecture 1: Examining Your Internship Choices PDF MP3

Lecture 2: Situating Yourself in Your Internship PDF MP3

Short Videos

View the short videos and try to identify the predominant characteristics of Generation Y workers discussed in both videos. Consider: are the points about Gen Y valid, or do they at least sometimes reflect stereotypes of younger workers that

don't fit you or your friends? Also consider: what are some of the positive attributes about Gen discussed in the videos?

Video 1: Managing Generation Y: An interview with Tammy Erickson

President of The Concours Institute. Erickson has co-authored four Harvard Business Review articles and the books *Retire Retirement: Career Strategies for the Boomer Generation* and *Workforce Crisis: How to Beat the Coming Shortage of Skills and Talent*.

Video 2: Generation Next: The Workplace:

A clip about generational differences in the workplace from the PBS documentary "Generation Next."

Assignments

Assignment 1: Self-Assessment Worksheet

The purpose of any self-assessment is for you to reflect on your personal and work values, to be honest in acknowledging and recognizing your traits, and to serve as a basis for further self-analysis in the course and beyond. There are no right or wrong answers, good or bad types, and you may (or may not) change over time. Such reflections about your values can also be included in your Reflections Journal, and in your Professional Portfolio assignment due near the end of the course.

After listening to and taking notes on Lecture 1, complete the skills and values exercises in this worksheet and save your file as a rich text format (.rtf) document. Please, be sure to include your last name and the course number in the title of the document: "your name ISF187 self-assessment." Then attach the document to the assignment drop box in this module.

Although you won't receive a grade for this exercise, I will check that you have completed it.

Assignment 2: Self-Assessment - What Type Are You?

Take this adaptation of the MBTI from Similarminds. (Once on the page, choose your gender and click "Next" to access the test.) Please notice, this is not MBTI's official version, although results tend to be consistent with those of the official test.

In the workplace (as well as in the world at large), being more aware of how other people react to situations and people helps our interaction with our coworkers and supervisors, which can improve our work experience. Share your type in the Discussions forum (see below): it will be part of ongoing discussions in this class as you go through your internship.

You don't need to submit this assignment but you'll need your results to complete the Discussions assignment. Your self-assessment and MBTI scores will serve as a basis for your ongoing reflection as aspects of the PERSONAL and PROFESSIONAL themes of this course, and possibly others. Core findings from the assessments, plus your ongoing personal reflections can be incorporated into your final Project Executive Summary and Presentation.

Discussion Posting and Response 1: Introduce Yourself (200-350 words)

Please introduce yourself in the "Introductions" thread of our Discussions forum in this module. You can also access the forum from the Communicate tab. Since we have students in multiple locations, be sure to state

- your location
- your internship
- your major
- your Myers-Briggs type
- your take on Gen Y and how you fit in (or don't fit in) with the descriptions offered in the lecture and the videos included in this (200 words max.)
- other information about yourself you'd like to share, such as your prominent personal and values and work values.

After posting your Introduction, read the posts of the other students in your team, and meet at least one of them by replying to their post. Among other things to discuss, you might compare your views on Gen Y, or ask about their internship or city in which they are living/working. (responses 50-75 words each.)

Module 2

Readings

Reading 1: "Career Profiles." Check out real people's perspectives about work, internships, and the quest for fulfilling careers; from Joel F. Clark, *Careers in Political Science* (New York: Pearson Longman, 2004). The examples of other professionals, including how they utilized internships to gain entry into full-time work can provide useful perspective as you find ways to transition from school to work. During the summer you should also seek to complete career interviews to gain further similar insights from people you meet.

Reading 2: Course Text. Bolman & Deal: Chapters 1 and 2

Multimedia Lectures

You should complete each week's reading assignments in *Reframing Organizations* before viewing the lectures. Take notes as needed while viewing the lectures, which you can navigate and search. Some slides include additional notes, which you can access from the Notes tab in the presentation and may also print along with the slides; in addition, you can download the audio of the presentations as MP3 files.

Lecture 1: Situating Your Internship PDF MP3

Lecture 2: Key Principles and Theories of Reframing Organizations PDF MP3

Lecture 3: Framing PDF MP3

Assignments

See Course Schedule on the Modules tab page for an overview of due dates. I also encourage you to customize your own calendar for this course by clicking on the Calendar tab page.

Journal Reflection 1: Leadership Orientation and Your Views on Chronemics (300-450 words)

1. Take the quiz to determine your Leadership Orientation: [Leadership Worksheet.docx](#)  .

2. Write a discussion post that addresses all of these questions (300-450 words max.):

Personal Perspective:

What frame/s do you most closely identify yourself with? What does this worksheet reveal about your predominant personal/work values?

Real World Application:

Taking into account at least two of your frame orientations, and your prominent personal and work values, what is your initial assessment of the prominent cultural norms of your internship city and workplace? Use the following description of Chronemics, which is the study of different cultures' use of time and prominent nonverbal communications (excerpted from Wikipedia at <http://en.wikipedia.org/wiki/Chronemics> (Links to an external site.)), to begin exploring the prevailing norms and practices of the people you work and live with in your internship city. How is the culture similar to your hometown? How is it different?

3. Once you have shared your approach, read and reply to another student's post (50-75 words max.).

4. Save this entry in a separate Word document to include in both your *Reflections Journal* and to inform/enrich your Final Presentation and/or Executive Summary

Lecture-Based Activity 1: Harlem Night Quiz

Complete the short quiz embedded within Lecture 3 of this module. Quiz results made available after completion. You will not be graded on the quiz.

Discussion Posting and Response 1: Results of Harlem Night Quiz (200-300 words)

Discuss your experience with the Harlem Night activity you completed in Lecture 3 in this module. How well did you do on the quiz? Did any of your quick assumptions, based in facts or not, reinforce Bolman and Deal's assertion about people's common tendency to 'fill in' informational gaps as shorthand ways of interpreting events and deciding their meaning? Was the quiz a valid way to test your possible propensity to make rash assumptions? Why or why not?

Module 3

Readings

Reading 1: Textbook, Bolman & Deal: Chapters 3-5

Reading 2: Salleramics Case Study (in this Module page)

Multimedia Lectures

You should complete each week's reading assignments in Reframing Organizations before viewing the lectures. Take notes as needed while viewing the lectures, which you can navigate and search. Some slides include additional notes, which you can access from the Notes tab in the presentation and may also print along with the slides; in addition, you can download the audio of the presentations as MP3 files.

Lecture 1: Making the Most of Your Internship PDF MP3

Lecture 2: The Structural Frame PDF MP3

Lecture 3: Restructuring Organization and Creating Effective Working Groups PDF MP3

Assignments

See Course Schedule on the Modules tab page for an overview of due dates.

Reminder: Career Interview and Write-Up

Although this assignment is not due until the end of Module 6, start planning for your interview: think of whom you'd like to interview and make your request now. If the person consents to the interview, try to set a time earlier in the semester rather than later. Start preparing your questions as well. Don't limit yourself to one

interview--although you need to do only one write-up assignment—instead, aim at doing two or more interviews. Click here to read the assignment.

To help you prepare for your interview, watch this short video of a real-life Career Interview from the UC Berkeley Career Center, as well as Module 6, Lecture 1 in this course.

Discussion Posting and Response 1: "Salleramics" (350-500 words)

What are the current challenges facing Salleramics, and what do you propose as the best way forward to meet Sallie's needs while also trying to preserve her original vision for her business? In answering these questions you should apply some key elements from the structural frame which may include 'differentiation vs. integration,' and 'vertical vs. lateral coordination.'

Which of the structural models outlined in the Mintzbergs' Fives or Helgesens' Web of Inclusion might best be applied to a restructuring of Salleramics?, and why?

Respond to the Posting of one other member in 100 to 200 words, with particular emphasis on the member's definition of the challenges and prescriptions for how to restructure the business, and whether or not you agree with some or all of the team member's analysis.

Structural Analysis of Your Internship Workplace (500-650 words). Due this week if you decide to choose this among your 3 required frame analyses.

In a 500-650 word essay that includes a brief introduction and conclusion, apply a Structural Frame analysis to your internship workplace and, if applicable, its larger organization. In terms of structure, you should address most or all of the following questions:

Is there an organizational chart for your organization? If so, does the chart adequately explain the underlying structural dynamics of your workplace? If not, how do people inside and outside the organization know who's in charge of whom, and how roles are assigned? Are there identifiable hierarchies and authority structures? Does your organization fit best within any structural models outlined in *Reframing Organizations*? Finally, be sure to describe at least one essential skill that an effective leader employing the structural frame should possess.

Save your answer in rtf and place it in the drop box. Be sure to label your file using your LAST NAME and STRUCTURAL ANALYSIS

Module 4

Readings

Reading 1: Textbook Bolman & Deal: Chapters 6-8

Multimedia Lectures

You should complete each week's reading assignments in Reframing Organizations before viewing the lectures. Take notes as needed while viewing the lectures, which you can navigate and search. Some slides include additional notes, which you can access from the Notes tab in the presentation and may also print along with the slides; in addition, you can download the audio of the presentations as MP3 files.

Lecture 1: Professionalism within the Human Resource Frame PDF MP3

Lecture 2: The Human Resource Frame PDF MP3

Lecture 3: Interpersonal and Group Dynamics PDF MP3

Assignments

See Course Schedule on the Modules tab page for an overview of due dates.

Activity 1: Maslow's Hierarchy of Needs (150 to 250 words max)

Complete the short quiz on Maslow's hierarchy of needs and analyze your results.

Reflective journal, optional entry prompt. Can you think of a situation where you or someone close to you sacrificed one need over another. Be clear as to which needs are at issue. Do you think Maslow's theory is as useful as a way to better understand your needs and the needs of others? Why or why not?

Discussion Posting and Response 1: Anne Barretta Case, Let's Focus on Steve (350-500 words)

The case of Anne Barretta on pages 165-66 of Reframing Organizations focuses on Anne's handling of the situation with Harry. This discussion assignment requires that you focus on Steve, Anne's boss. Given the information we have from the case, evaluate Steve's actions. Keep the following points in mind:

--What information Steve had and when he had it

--Remember the differences between Argyris' and Schon's Espoused Theories and Theories-in-Use, and their Model I and Model II assumptions that can guide a manager's understanding of situations and choices for how to respond (pp. 169-73)

-- If you think Steve should have done something different, try to frame your different approach in terms of the right balance between advocacy and inquiry (p. 173) that he should strike

Now, answer the questions below. Post your analysis and respond to at least one other teammates' posting (response 50-75 words max).

1. First, did Steve effectively respond to the initial incident involving Anne, Harry and Mark? Why or why not?

2. Later on, did Steve appropriately break the news about the rumor to Anne? Why or why not?

3. Finally, did Steve do all he should have done in this case? Why or why not?

Human Resource Analysis of Your Internship Workplace (500-650 words). Due this week if you decide to choose this among your 3 required frame analyses.

In a 500-650 word essay that includes a brief introduction and conclusion, apply a Human Resource Frame analysis to your internship workplace and, if applicable, its larger organization.

In terms of human resources, you should address most or all of the following:

What are the benefits (material and other) that seem to attract people to work at your organization, and that keep them there? In what ways (if any) are employees encouraged to excel? What is the standard of professionalism in your office? How do you know? Are the human needs of the organization fulfilled? If yes, how? If not, why not? Finally, be sure to describe at least one essential skill that an effective leader employing the human resource frame should possess.

Save your answer in rtf. format and place it in the drop box. Be sure to label your file using your LAST NAME and HUMAN RESOURCE ANALYSIS

Module 5

Readings

Reading 1: Textbook Bolman & Deal: Chapters 9-11

Reading 2: Bolman & Deal, "Monarchs, Lords, and Serfs." Adapted from the authors' Escape from Cluelessness: A Guide for the Organizationally Challenged, (New York: Amacom, 2000)

Videos

Video 1: Carly Fiorina, Gauging Ethics in an Organization, part of Stanford Technology Ventures Program, and Personal Ethics and Hewlett Packard

Multimedia Lectures

You should complete each week's reading assignments in Reframing Organizations before viewing the lectures. Take notes as needed while viewing the lectures, which you can navigate and search. Some slides include additional notes, which you can access from the Notes tab in the presentation and may also print along with the slides; in addition, you can download the audio of the presentations as MP3 files.

Lecture 1: Workplace Ethics and the Political Frame PDF MP3

Lecture 2: The Political Frame PDF MP3

Lecture 3: The Manager as Politician PDF MP3

Assignments

See Course Schedule on the Modules tab page for an overview of due dates.

Reminder: Presentation and Executive Summary

This is the final project for the course, to be required in lieu of an in-class final exam. Although the Presentation is not due until Module 9, and the final summary in Module 10, start familiarizing yourself with the assignment if you haven't already. It will guide your final observations about the four central themes of the course: Personal, Professional, Institutional, and Future Leadership. Click here to read the assignment.

Discussion Post and Response 1: Organizational Dynamics and Monarchs, Lords and Serfs (250-400 words)

Read the "Monarchs, Lords, and Serfs" piece and answer the following questions:

--Do you think the piece captures some of the nuances involving the roles of leaders, middle managers, and line staff in your organization, or in another organization you are familiar with? If so, how? If not, why not?

--Does your role in your internship resemble the description of serfs in the piece, even a little? Why? If not, why not? Be sure to provide some examples to make your points.

Respond to at least one Teammate's post (50-75 words max).

Political Analysis of Your Internship Workplace (500-600 words). Due this week if you decide to choose this among your 3 required frame analyses.

In a 500-600 word essay that includes a brief introduction and conclusion, apply a Political Frame analysis to your internship workplace and, if applicable, its larger organization. In terms of politics, you should address most or all of the following: what political theories, concepts or examples given in Reframing Organizations and the course lectures seem particularly helpful in describing and explaining the politics of your organization? What does the map of your organization's political terrain look like? Which coalitions internally and externally (e.g., within your organization's larger eco-structure) help to explain the opportunities and constraints facing key personnel within the office, and of the organization as a whole? What sources of power do authority figures draw on as they direct internal personnel and also interact with others outside of the organization? Finally, be sure to describe at least one essential skill that an effective leader employing the political frame should possess.

Save your answer in rtf. format and place it in the drop box. Be sure to label your file using your LAST NAME and POLITICAL ANALYSIS

MODULE 6

Readings

Reading 1: Textbook, Bolman & Deal: Chapters 12-14

Reading 2: Article: "Humor in the Workplace" from BusinessWeek.com. "Smart Answers," November 5, 2007

Reading 3: Article: "The Power of Stories" from Forbes.com, "Marketing," April 12, 2006

Multimedia Lectures

You should complete each week's reading assignments in Reframing Organizations before viewing the lectures

Lecture 1: Stepping It Up in the Middle Stage of Your Internship PDF MP3

Lecture 2: Understanding the Symbolic Frame PDF MP3

Lecture 3: Culture in Action PDF MP3

Assignments

See Course Schedule on the Modules tab page for an overview of due dates.

Symbolic Analysis of your Internship Workplace (500-600 words) Due this week if you decide to choose this among your 3 required frame analyses.

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In a 500-600 word essay that includes a brief introduction and conclusion, apply a Symbolic Frame analysis to your internship workplace and, if applicable, its larger organization. In terms of symbols, you should address most or all of the following: What prevailing stories, rituals/ceremonies, symbols, and props help to shape meaning regarding your organization and the roles that people play? Are the prevailing symbols and actions in your internship workplace effective in fostering group cohesion and a productive sense of purpose and mission? Why or why not? Finally, be sure to describe at least one essential skill that an effective leader employing the symbolic frame should possess.

MODULE 7

Readings

Textbook Bolman & Deal: Chapters 15-16

Multimedia Lectures

You should complete each week's reading assignments in Reframing Organizations before viewing the lectures.

Lecture 1: Integrating Frames for Effective Practice PDF MP3

Assignments

See Course Schedule on the Modules tab page for an overview of due dates.

Assignment: Career Interview Write-Up

The write-up of your interview should be 3-5 pages in length: typed, double-spaced, 1-inch margins. See the assignment for more detailed information.

Save your document as a rich text format (.rtf) file and attach it to the Career Interview Drop Box for your team in this module. Please, be sure to include your last name and the course number in the title of the document: "your name ISF187 career interview."

Reminder: Professional E-Portfolio

This assignment is due at the beginning of Module 8 in electronic format. Make sure to save artifacts from your internship, including any original materials you have created or helped create, and possibly to include the possible journal reflection prompt on the most challenging project or task you had to fulfill in the internship this summer, plus your thoughts on some challenging questions about your work experiences, skills or academic training that may come up in a future job interview. Click here to read the assignment.

Video and Discussion Posting: Managing Your Boss (350-500 words)

View the video "Managing Your Boss."

Answer the following questions; then add a few sentences to frame out a longer-term solution to this situation--think in terms of the total picture, and be sure to utilize and integrate at least two frames in your approach to this situation.

1. What are the most useful of the five tips offered in the video, and why?
2. How might some of these tips help you (if at all) in managing your own relationship with your internship supervisor, or a past supervisor you have had?
3. Which of the tips might not be as useful to you in regard to your current internship, your personal sense of professionalism or workplace ethics, or in regard to other workplace situations you've experienced, and why?

Post your analysis in the Discussion forum, then Respond to one of your fellow student's posts (50-75 words max).

MODULE 8

Readings

Reading 1: Textbook Bolman & Deal: Chapters 17-18

Reading 2: Short Leader Profiles

--Karren Brady (Birmingham City Football Club), Growing Business, 17, March 2003. Accessed at www.growingbusiness.co.uk

--Biography of James McNerney. Accessed at www.notablebiographies.com

--Jane Lampman, "Wanted Nonprofit Leaders," The Christian Science Monitor, August 13, 2007.

--Giuliani's Leadership Book: High on Experience, Low on Expertise Knowledge@Wharton, November 19, 2002. Accessed at <http://knowledge.wharton.upenn.edu/article.cfm?articleid=664>.

--"Robert Nardelli, Executive Profile", Business Week.

Multimedia Lectures

You should complete each week's reading assignments in Reframing Organizations before viewing the lectures.

Lecture 1: Reframing Leadership PDF MP3

Lecture 2: Reframing Change in Organizations PDF MP3

Assignments

Reminder: End of Course Evaluation. Before your course End Date, please take a few minutes to participate in our End of Course Evaluation to share your opinions about this course. The evaluation does not request any personal information, and your responses will remain strictly confidential. To access the evaluation, please follow the link near the bottom of the Modules tab page. You may only take the evaluation once.

Assignment 1: Professional Portfolio: Includes updated resume, sample of work from the internship, writing sample, and select journal reflections (See assignment guidelines for full details of what's required.)

Journal Reflection Optional Prompt

Now that we have thought more systematically about the challenges facing leaders and about some attributes associated with leaders who can effectively draw on some or all of the four frames to analyze challenges and devise solutions, complete the following optional, journal reflection prompt:

--Describe someone you know (or knew) as an effective leader, and explain why you think he/she was effective. You can draw your example from your personal experience with leaders, including coaches, teachers, clergy, work or internship supervisors, etc. Be sure to describe how their leadership drew from elements of different frames when possible.

After reading the pieces on Karren Brady, Robert McNerney, and Bob Nardelli (corporate leaders), Rudy Giuliani (government leader), and nonprofit leaders in general, also consider the following questions:

--To be effective in their particular sectors (nonprofit, for-profit or government) do leaders in these different sectors have to have particular personal attributes and

skill sets for their particular career sector, and accordingly adopt certain frame preferences?

Frame Leader's Focus

Structural Goals and mission; organization's relationship with the environment; clarity and consistency of roles and structure; appropriate rules and policies

Human Resource People and their needs; ways to facilitate individual productivity; interpersonal relationships; good and frequent communications; motivation, commitment, and satisfaction

Political Advocacy, negotiation, coalition building; providing arenas for conflict and disagreement to surface

Symbolic Vision; charisma; interpreting experience for the organization; creating symbols and rituals; presiding at ceremonies; evoking the logic of confidence for the organization; playing well to critical internal and external audiences

MODULE 9

Readings

Reading 1: Textbook, Bolman & Deal: Chapters 19-21.

Reading 2: William Seidman and Michael McCauley, "Rediscovering the Corporate Soul," Cerebyte (2003). Accessed at NOWECO.

Multimedia Lectures

You should complete each week's reading assignments in Reframing Organizations before viewing the lectures.

Lecture 1: Setting Up a Successful Ending to Your Internship (Video) N/A Video
Lecture MP3

Lecture 2: Reframing Ethics and Spirit PDF MP3

Lecture 3: Looking Back, Looking Forward PDF MP3

Lecture 4: Evaluating Reframing Organizations and Re-evaluating Yourself PDF MP3

Assignments

See Course Schedule on the Modules tab page for an overview of due dates.

Assignment 1: Final Assessment Worksheet (Transferable Skills Inventory and Lifework Plan)

Complete your Final Assessment Worksheet. Save your document as a rich text format (.rtf) file and post it in the Final Assessment Worksheet Drop Box in this module. You won't be graded on this assignment but we will check to make sure you completed it.

Assignment 2: Final Executive Presentation: A short (5-7 minute) Public Presentation covering your most important and interesting findings from the course, and about yourself and your experiences, which will also be expanded upon in written form in the final Executive Summary due beginning of Week 10. The Public Presentation should be produced using a different medium of choice other than simple written text. Formats you might choose include PowerPoint slides with or without audio, a brochure using Publisher or other program, a video, a Prezi, or other format of your choice. You are encouraged to be creative with the presentation, and have fun with it. Humor, irony, interesting graphics and sound, and other devices to capture and keep the attention of your audience are appropriate and encouraged.

Presentations will be made available to all course students.

MODULE 10

Readings and Multimedia Lectures

Final Messages from the GSIs and Prof. Clark about the course and students' greatest hits.

Assignments

See Course Schedule on the Modules tab page for an overview of due dates.

Assignment 1: Final Executive Summary (Be sure to review the guidelines carefully. Due middle of week 10)

Assignment 2: End of Course Evaluation

Before your course End Date, please take a few minutes to participate in our End of Course Evaluation to share your opinions about this course. The evaluation does not request any personal information, and your responses will remain strictly confidential. To access the evaluation, please follow the link near the bottom of the Modules tab page. You may only take the evaluation once.

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