



SYLLABUS: Steven Cerri / ENGR191 / 291C / Winter 2006

University of California, Santa Barbara
College of Engineering
Technology Management Program

Class Title: "So You Want To Be A Technology Manager"
Class Number: ENGR191 / 291C: Winter 2006
Location: Engineering Science Building (ESB) Rm 2001
Class Hours: 9:30am - 2:30pm
Class Days: Four (4) Saturdays
January 14
January 21
February 4
March 11

Class Instructor: Steven Cerri
Instructor Phone: 415-320-2731
Instructor Office: Office hours by appointment
Instructor e-mail: steven@stcerri.com

COURSE FOCUS: Managing a technology company and the associated technical personnel require different and unique processes compared to non-technical management. If you are a technical person promoted to management it can feel like you are embarking on a new career. If you are a non-technical person tasked with managing technical people, it can feel like you have stepped into a very foreign land. In either case, managing technologists requires unique skills and an understanding of yourself and others. This course prepares students to understand what adjustments they must make in order to be successful in managing technical professionals and technical organizations. Students will complete a self-evaluation and come to more clearly understand their own paradigms and what additional capabilities they must acquire and access in order to be successful as technical managers. Students will also learn how to communicate in a way that supports their goals regarding technology management; they will learn how to communicate successfully in any situation with anyone. And they will learn how to deal with the unique qualities that make technologists a challenge to most managers.

READING MATERIALS: “NLP at Work” by Sue Knight, (second edition) Purchase the book before the first class if possible, but by the second class at the latest. Other material will be provided in class.

COURSE REQUIREMENTS: The course is divided into five sections as follows:

Section 1: Students will be divided into different groups throughout the quarter. (Different groups will be structured for each exercise.) The groups will conduct research to determine what the key success factors are for managers who manage technologists. They will also research the available information and programs for technology management training. The teams will then present this information to the class.

Section 2: Each student will perform a self-evaluation and assessment of the skills they currently have that will help them to be successful technology managers. This assessment will allow each student to understand how they process information and how their approach differs or is in line with the general processes used by technologists. Students will get an opportunity to ask and answer these two questions, whether they are technical professionals or not: “Do I really want to be a manager” and “What do I need in the way of skills and attitude to be successful as a technical manager?”

Section 3: A comparison will be made of where the student is now and where the student must be in order to be successful. This will lead to a specific plan of action in order to acquire the specific capabilities for success.

Section 4: Communication is the only factor that a leader or manager has for their success and Section 4 focuses on the limits and uses of communication as a tool of influence. In this section the students will learn how to communicate in a wide variety of situations with a wide variety of people, including in a highly technical environment.

Section 5: Finally, in this section, the student will learn the **Six Functions of an Executive™**, all this geared toward managing in a technical organization. Class will learn the difference between supervisors, managers, leaders, and entrepreneurs.

GRADING AND LOGISTICS: There will be three major projects. Research and presentations will back up these three projects. Each project will count for 25% of your grade with class participation adding the remaining 25% to your grade.

COURSE SCHEDULE:

Day 1 (Saturday, January 14, 9:30am to 2:30pm)

Discussion:

Circle of Life

Results of Personal Performance Questionnaire, your personal sorting processes, your management style and the implications on your future

Materials:

Provided in class and book: NLP at Work by Sue Knight

Exercise:

Questionnaire and evaluation provided in class.

Assignment given at the end of this class:

Form teams for internet research and prepare a presentation for next class.

Develop personal mission and identity.

Read Chapters 1 through 9 of NLP at Work by Class #2

Day 2 (Saturday, January 21, 9:30am to 2:30pm)

Discussion:

Current and Future mission / vision / identity / beliefs

How will you manage a technical organization?

What skills must you acquire in order to be successful?

Materials:

Provided in class and book: NLP at Work by Sue Knight

Exercise:

In class exercises.

Assignment:

Read Chapters 10 through 15 of NLP at Work by Class #3

Assignment: To be announced in class

Day 3 (Saturday, February 4, 9:30am to 2:30pm)

Discussion:

How people communicate / Leadership versus Management?

Motivating with different forms of communication/Mirroring/Matching

Best State/Perceptual Positions

How do you influence without authority

How to communicate with anyone in any situation

Materials:

Provided in class and book: NLP at Work by Sue Knight

Exercise:

In class exercises

Assignment:

Observe others during the week and report to the class

Practice Best State exercises.

Read Chapters 16 through 20 by Class #4

Day 4 (Saturday, March 11, 9:30am to 2:30pm)

Discussion:

Meta-programs / PEGASUS / Processes
8-Step Communication Process
Six Functions of the Executive

Materials:

Provided in class

Exercise:

Exercises in class and presentations

Assignment:

Conduct influence in work environment and/or personal life

FINAL (last two hours of the class)

ATTENDANCE: Since we have only four classes it is very important that you not miss any of the classes. Much information will be given in each class. Absences will affect your participation grade negatively. Many of the exercises will be done as teams. Therefore, teams will have to find time to collaborate outside of the scheduled class time in order to manage some of the assignments. Remember the goal of this class is to learn and have fun at the same time. So attending ought to be something you look forward to and one of my contributions will be to make it so.

WRITTEN ASSIGNMENT POLICY: TBD

WRITTEN REPORTS: Format will be discussed and agreed to in class.

EVALUATION OF PARTICIPATION: Because your participation is vital to the success of the class as a whole, class participation grades will be recorded and be a significant portion of your overall grade (i.e., 25%). If you have questions about your participation grades, feel free to contact me throughout the quarter. Grades for class participation will depend on both the quality and the frequency of participation. Don't be shy.

CLASS LOGISTICS: The class will begin promptly at 9:30am (regardless of the party on the previous Friday night). We will have 10 minute breaks every hour and we will have a lunch break. We'll figure out together exactly how we might want to modify this structure in the first class. The class structure will be a collaboration Just like the management style that I believe fosters the best participation and commitment in the business world.

See you Saturday.

Steven Cerri