



Course 140: Management Skills

Course Description...

Knowing how to manage organizations and people is a key skill for success. This course addresses the issues of planning, organization, leadership and control with practices and techniques that examine the manager's role as leader and liaison. The course explores all the facets of management from administrative duties to organizational communication to personnel management and leadership.

Learning Objectives...

- Provide basic insight into the various levels and degrees of management in an organization
- Discuss the basic components of management: planning, control, organization, and leadership, and how they can be improved
- Understand the basics of personal and organizational communication and its importance to management
- Gain an appreciation for the skills and techniques of leadership

Who should attend...

Managers, Executives, leaders and those who aspire to any of those positions.

Prerequisites...

There are no prerequisites for this course.

See next page for a detailed course outline...



Course Outline...

Introduction and Overview

Course Objectives

Unit 1: Overview

- The Management Model
 - Functional model of management
 - Manager role model
 - Model of an effective manager
- Providing a focus
 - Key roles
- Basic components
 - Planning
 - Leadership
 - Organization
 - Control
 - Feedback
- Upward management
- Subcontractor management
 - Subcontractor relationship

Unit 2: Methods and Realities

- Teams and the team approach
 - Definitions
 - Stages of teams
 - Factors supporting effective teamwork
 - The virtual team
- Change management
 - Change vs. improvement
 - Why change?
 - Overcoming resistance to change
- Decision making
 - “Straw man” approach
 - Decision matrix
- Quality Functional Deployment



Unit 3: Communications and Feedback

- Defining terms
- Communications process
- Communications flow – needs-actions-results
- Characteristics of an effective communicator
 - Non-defensive communications
- Effective listening
 - Active listening
 - Feedback loops
 - Enabling response
 - Mirroring
- Influence skills
 - Establishing rapport
 - Pacing
- Negotiation
 - Principles of negotiation
 - Negotiation styles
 - Negotiation strategies
- Customer relations
 - Handling dissatisfied customers
- Meetings
 - Effective meeting flow
 - Meeting preparation
- Do's and don'ts of communications

Unit 4: Controlling – Personnel Management

- Basic approach
- Appraisal and evaluation
- Improving performance
- Coaching
- Dealing with unacceptable behavior
 - Behavioral Indicator System
 - Behavioral styles

Unit 5: Organization

- Time management
- Assignment and delegation
 - Responsibility Assignment Matrix
 - Delegation methods



Unit 6: Leadership

- What is a leader?
- Sharing the vision
- Enabling
- Assertive leadership
- Networking
- Problem solving
 - Brainstorming
 - Cause and effect
- Conflict resolution

Unit 7: Planning methods

- Shared vision
- Clarify objectives
- Involving the team
- What is a plan?
- Tasks and activities
- Planning tools

Please contact your ROI representative to discuss course tailoring!!!