

Completed Staff Work

Course Description:

Completed Staff Work is the study of leadership and followership and the importance of the dynamic relationship between managers and their direct reports. Followership is critical to each individual's leadership development.

Specific topics include authority, power, leadership, managing up, decision making, communication, effective vs efficient, virtue, trust, managing indecision, debate and the influence of the individual contributor gained through anticipating.

This course is designed to examine the responsibilities of leaders and the dignity of followers. CSW will center on subsidiarity: how followers earn it and how managers implement.

Course Goals:

When you complete the course, you should have confidence in your ability to,

- 1) Anticipate what the organization needs,
- 2) Manage your manager,
- 3) Know how to control what you do and when you do it.

Management Basics

Course Description:

The course teaches management and the management functions of planning, organizing, leading, and controlling. It focuses on the application of management principles to realistic situations managers encounter as they attempt to achieve organizational objectives.

This course is a comprehensive overview of management theory, process, and behavior. Topics include: management across cultures; managing with ethics and social responsibility; fundamentals of organizing; organizational culture and design; leadership; motivation and communication; interpersonal skills; group dynamics; goal setting; alternative work arrangements; power and politics; conflict and negotiation; managing change; and management development. Emphasis is on the analysis and understanding of human behavior in organizations.

The course will help move students' understanding of the work of the individual contributor-perfection-to the practice of management, which is working with imperfection, ambiguity, uncertainty, and failure. The students will learn that they must control events or events will control them.

Course Goals:

When you complete the course, you should have confidence in your ability to:

- 1) Define management in your own words, focusing on “relationships” as the central theme.
- 2) Set-up a Plan: Management theory, process, and behavior; goal-setting; managing change.
- 3) Recognize To Organize: Culture and design; teamwork and group dynamics; alternative work arrangements; analysis.
- 4) Define To Lead: Motivation and communication conflict and negotiation; managing change; and management development; interpersonal skills; understanding of human behavior in organizations and management across cultures.
- 5) Identify how To Control: Power and politics with ethics and social responsibility: management development.

Leadership and Teamwork

Course Description:

Covers leadership theory and the process of leading in both the private and the public sectors. Relates the leadership function to organizational and team development. Covers topics such as managers versus leaders, managing from a global perspective, ethical dilemmas in leadership, leading through empowerment.

Course Goals:

When you complete the course, you should have confidence in your ability to,

- (1) Explain the basic concepts of Leadership as a process, not a position;
- (2) Understand the Leader;
- (3) Understand the Follower; and
- (4) Focus a team on the situation.