

UCSD Extended Studies – Business, Science, and Technology
MANAGING FOR MAXIMUM PERFORMANCE

BUSA40673

Course Syllabus

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COURSE DESCRIPTION:

Within an organization, a manager’s success is based not only on individual contribution, but also on the team that backs it. Knowing how to solidly build and influence this team can maximize performance to meet and exceed business objectives. Explore the responsibilities, functions, and skills required of managers today. Hire, train, and appraise your group effectively. Boost morale and teamwork through interpersonal communication, planning, and goal-setting. Identify leadership styles and learn to adjust yours to energize employees and drive their productivity. Tackle challenges, solve problems, and mediate conflict with practical management tools and techniques.

GOALS AND OBJECTIVES:

This course will provide you with a conceptual and practical understanding of management principles and practices. Each session will present the ideas of a specific management activity. This topical study will help you select and apply related techniques to your own professional or personal life setting to improve your individual effectiveness.

STUDENT/COURSE REQUIREMENTS:

Course Element	Level of Evaluation	% of Final Grade
▪ Attendance	1 - Reaction	20%
▪ Mid-Term Exam	2 - Knowledge	10 %
▪ Final Exam	2 - Knowledge	15%
▪ Participation in Class	3 - Behavior	15 %
▪ Class Project “Best Practices” presentations	3 - Behavior	25%
▪ Final Paper	4 - Results	15%

Mid-Term and Final Exams will be given covering the content covered in the text book – *Management Skills and Application* and material covered in Class Project “Best Practices” presentations by classmates. These exams will be take home, open book and open note exams. They will be passed out the week before they are due and will be corrected in class the next week.

Class Project “Best Practices” will be a 30 minute presentation by class members who have researched “best practices” on one of the topics covered in class (see Topic Overview next page). Presentations should be in PowerPoint and include:

- Overview of “best practices” – definitions, what they are, where they have come from, what organizational results they help achieve
- Application – steps required to introduce or apply the best practice at work OR case study for the class to work through – facilitate class interaction on the topic
- Question and Answer – period to facilitate questions from class members on the topic
- Handout – copy of PowerPoint slides for class note taking

I would encourage the sharing of actual “best practices” from class members’ companies.

A sign-up sheet for class projects will be circulated on the first evening of class. There will be limited slots for presentations for topics so all topics will be covered.

Final Paper will be no longer than 5 pages. It will focus on the self-reflection theme of:

“The Most Important Things I have learned in this Class . . .”

They should address the sub-themes of:

- *How I will apply what I have learned*
- *The personal and professional results these skills will allow me to achieve*
- *Why I got my “A” in this class*

COURSE STRUCTURE:

Each Learning Session will contain:

- *Instructor led content*
- *Group Experiential Interaction – focused on personal application of content*
- *Participant led content – class project “best practices” presentations*

Topic Overview:

Sess.	Learning Topics	Prep./ Reading Assign.	Class Time Focus & Application	Class Project Presentations
#1	Management in a Diverse Workplace & The Management Movement	- Chap. 1 & 2	<ul style="list-style-type: none"> • Course Overview & Requirements, sign up for Class Projects • Leadership: the Art of Possibility 	N/A
#2	Developing Communication Skills & Decision-Making Skills	- Chap. 3 & 4 - Take MBTI on line - <u>Intro to Type</u> pgs. 4 – 10	<ul style="list-style-type: none"> • Myers Briggs Type Indicator (MBTI) Overview and Individual Report Results & Application Exercises • Exploring Type 	N/A
#3	Basics of Planning and Strategic Management & Operations Management and Planning	- Chapters 7 & 8 - Review copy of your company's Strategic Plan	<ul style="list-style-type: none"> • Elements of Strategic Plans & examples • Highlight different Methodologies and Types 	
#4	Developing Employees, Managers & Developing Leadership Skills <i>- Hand out Mid-Term Exam</i>	- Chapters 13&15	<ul style="list-style-type: none"> • Training that Drives Organizational Results • Leadership Architect Competency Card Sort – <i>ID Individual Leadership Strengths & Dev. areas</i> 	
#5	Organizing Work & Organizing Structure <i>Mid-Term Exam Correction & Review</i>	- Chapters 9 & 10 - Bring copy of your current position description	<ul style="list-style-type: none"> • Org. Restructure example • Leadership Architect Competency Card Sort – <i>ID Current Job Competencies</i> 	
#6	Understanding Work Groups/Teams & Motivating Employees	- Chapters 11&14	<ul style="list-style-type: none"> • MBTI Interaction Styles • Retention and Develop. for Long Run • FISH Philosophy 	
#7	Staffing & Appraising and Rewarding Performance	- Chapters 12&19 - Bring copy of your company's Performance Review form	<ul style="list-style-type: none"> • Overview of Behavioral Interviewing • Leadership Architect – <i>Self Performance Evaluation against job competencies</i> • Leadership Develop. Action Planning 	
#8	Managing: Conflict, Stress & Managing Change & Culture <i>Hand out Final Exam</i>	- Chapters 16&17	<ul style="list-style-type: none"> • Change Management Models and Practices 	
#9	Class Presentations <i>Final Exam - Final Exam Correction & Review</i>		<ul style="list-style-type: none"> • Final Papers Due Course • Wrap Up: “Hot Wash After Action Review” and Course Evaluations 	

COURSE MATERIALS:

Books:

- Management Skills & Application, 12th Edition; Mc Graw Hill – Publishers; Lesile Rue and Lloyd Byars – Authors (**Required**)
- Introduction to Type, 6th Edition; CPP, Inc – Publishers; Isabel Briggs Myers – Author (**Required**)
- FYI – For Your Improvement, 4th Edition: Lominger Publishers; Michael M. Lombardo, and Robert W. Eichinger – Authors (**Highly recommended**)

Materials:

- Myers Briggs Type Indicator (MBTI) – on line assessment & report (*provided*)
- Lominger Leadership Architect Sort Card Deck, version 4.1b; Lominger Publishers www.lominger.com – (**Highly Recommended**)

GRADING SYSTEM:

- > 90% = A
- 80 – 89% = B
- 70 – 79% = C

GREG B. GOATES, M.A., is President of Goates Consulting Group, Inc., which focuses on organization effectiveness and strategic human resource leadership. He has over 19 years of experience in coaching and leadership development, organizational assessment and design, change management, strategic planning, and talent acquisition and retention within a variety of industries.