

Managerial Skills

MNGT 4174

(Elective)

Course aims / objectives:

Managerial Skills helps you to identify, develop and apply managerial competencies to the management of yourself and others. This course complements the Managing People and Organisations (MPO) material. The MPO course deals with the theoretical underpinnings related to workplace behaviour of individuals, groups and organisations. This course builds on these concepts and translates them into practical application and skills development.

The course is specifically designed to:

- improve your managerial competencies
- enhance your ability to understand and relate to others
- heighten your self-awareness and self-knowledge
- set personal goals for your managerial career

Topics include:

Module 1: Managerial Roles & Behaviours

This module explores what managers do. Frameworks are presented to assist in understanding the range of managerial behaviours. These frameworks provide a platform for you to begin assessing your own managerial strengths and development areas.

Module 2: Decision Making

This module explores types of decisions that managers face, and how you might better understand your own decision-making processes and those of others. The module also discusses and explores various biases and decision traps which can influence decisions directly and indirectly. The frameworks provided in this module can help you work through difficult decisions in the workplace in a structured and insightful way.

Module 3: Ethics

This module begins by exploring values and their effect on your decision making. It then goes on to explore ethics in business using relevant case studies. This module will provide the tools to help guide you through decisions which have an ethical component.

Module 4: Communication Skills

This module is designed to increase the effectiveness of interpersonal interactions and relationships with others. It helps you to understand the various parts of the communication process, and the sort of things that may go wrong at each stage. A practical set of self-reflection exercises and tools are included to help you improve your communication.

Module 5: Negotiation Skills

This module discusses various approaches to negotiations and the advantages and drawbacks of each. Practical experience is gained through a stimulating class negotiation exercise.

Module 6: Performance Management

While most organisations use some form of performance management, research evidence suggests that employees are frequently more confused and less motivated following performance management interactions than before. This module is designed to increase your understanding of the various approaches to performance management, and their effects on your subordinates. This module also contains an interesting section to assist you in managing your boss.

Module 7: Organisational Change

This module is designed to increase your understanding of the manager as a change agent. Approaches to the different scale and pace of change, as well uncovering resistance, will also be discussed.

Module 8: Personal Change

This module now shifts the focus of the course from general skills development, to self assessment. Good managers must firstly be capable of developing and improving themselves before they can manage others. This module gives you some frameworks to help understand the difficulties of personal change, as well as some specific tools to guide you through the search for continued self development and personal insight.

Module 9: Career Management - Self Assessment

Your career often consumes far more of your time than any other single activity. So why is it that many people persist in a career in which they are neither stimulated nor fulfilled? This module will assist you to discover and work towards the things that are important to you in life and in your career.

Module 10: Career Management – Moving Forward

This module identifies ways to help you achieve your career aspirations. It applies a systematic process to making career decisions and assists participants to establish their career goals and action plans.

Module 11: Managing Stress

This module helps you identify and understand the various sources of stress from the variety of demands you face every day. It also helps you understand how you currently handle stress, and provides some useful tools for reducing stress through functional coping skills.