COURSE SYLLABUS

Introduction to Management Course

Gain foundational management skills to balance responsibilities, empower teams, and build effective relationships.

Group classes (Live Online) and onsite training are available for this course. For more information, email onsite@graduateschool.edu or visit: https://sdfm.graduateschool.edu/courses/introduction-to-management



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Course Outline

Module 1: Conceptual Understanding

- Identify the four critical challenges facing managers and how the course addresses them.
- Differentiate manager, supervisor, team leader, and executive roles; apply Katz's technical–human–conceptual skill shift.
- Review OPM's ECQs and Fundamental Competencies and the Seven Leadership Practices.
- Connect these concepts to your current context and goals for development.

Module 2: Strategic Orientation and Visioning

- Assess your position on the strategic–operational continuum and its implications for preferences and decisions.
- Create a team vision aligned to higher-order organizational vision, priorities, and resource realities.
- Apply the Kolb learning cycle (experience, reflection, theory, experiment) to your development and your team's.
- Analyze Challenge #1: integrating multiple work units while balancing competing interests.

Module 3: Balancing Competing Interests

- Contrast win/lose, lose/lose, compromise, and win/win approaches and their short- and long-term effects.
- Use structured steps for conflict resolution and recognize common cognitive traps during conflict.
- Select and apply conflict styles (problem solving, compromising, forcing, avoidance) appropriately.
- Intervene constructively in team dynamics; give clear feedback using BIG/SBI models.

Module 4: Delegation and Empowerment

- Plan incremental delegation as a developmental tool and link delegation to empowerment and trust.
- Gather critical information quickly in new roles to delegate beyond your technical expertise.
- Decide what not to delegate; follow practical delegation steps and create a delegation chart.
- Adopt time-management habits that support empowered teams and manager focus.

Module 5: Current Thinking on Motivation and Applying It to Our Work

- Summarize motivation milestones (Hawthorne, Maslow, Herzberg) and their relevance to managers.
- Differentiate extrinsic vs. intrinsic motivation and when each works best.
- Apply Self-Determination Theory (autonomy, competence, relatedness) and evaluate Pink's "Drive."

- Work through case studies on blended workforces and bargaining-unit contexts to craft workable solutions.

Module 6: Coaching and Mentoring

- Use the CTEC coaching process (Characterize, Target, Evaluate, Celebrate) for performance and development coaching.
- Distinguish coaching from mentoring, therapy, and problem solving.
- Diagnose needs with ability–motivation and support–technical assessments to tailor coaching.
- Design a coaching plan that builds buy-in, milestones, and recognition.

Module 7: Influencing and the Uses of Power

- Define seven power bases (coercive, connection, expert, information, legitimate, referent, reward) and effective use.
- Build influence (not just authority) and avoid self-disempowering habits.
- Select styles of influence (friendliness, bargaining, reason, assertiveness, higher authority, coalition building) to fit the context.
- Analyze public examples and media cases to spot effective/ineffective influence.

Module 8: Analyzing Your Network

- Map critical internal/external partners and the interdependencies that drive results.
- Evaluate relationship quality vs. importance and prioritize where to improve.
- Create a Critical Relationships Enhancement Plan with concrete actions.
- Strengthen collaboration skills to support Challenge #4.

Module 9: The What, The So What, and The What's Next

- Review key learnings across all modules and summarize competencies tied to the four challenges.
- Complete gap and/or force-field analyses to set personal and organizational improvement targets.
- Build an action plan and communicate "what's next" to stakeholders and your team.