

# Managing for Maximum Performance

## Course Overview

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 help 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.

## Who Should Participate?

Geared towards professionals looking to gain or enhance their leadership and management skills, this course will prepare you with practical knowledge and working skills you can implement the very next



## Build Effective Teams



## Managing for Maximum Performance Course Details

- Offered four times a year
- 3 units in Business Administration
- \$495, includes notebook and supplemental materials (textbooks not included)

Quarterly: Fall, Winter, Spring, Summer  
UCSD Extension University City Complex

Course Number: BUSA40673

Visit the website for details:  
[www.extension.ucsd.edu/leadership](http://www.extension.ucsd.edu/leadership)

## For more information

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## Information

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# MANAGING FOR MAXIMUM PERFORMANCE

**BUSA40673 Section: 086626**

**Quarterly – 3 Units**

**Course Syllabus**

**GREG GOATES**

**Facilitator/Instructor**

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**UCSD Extension University City Center Campus**

## COURSE DESCRIPTION:

Within an organization, a manager's success is based not only on individual contribution, but also on the team that supports the manager. 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 learning topics associated with of a specific management practice. This topical study will help you select and apply related techniques to your own professional or personal life 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, Discussion & Application	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 provided by Management Learners. These exams will be, open book and open note exams. They will be available the week before they are due and will be corrected on-line.

**Participation, Discussion & Application** Management Learners will organize themselves into peer pairs or triads for the purpose of discussing HOW the management learning topics discussed in class might be applied to their own organizations. Record of those discussions will be kept in a learning journal and turned in at the end of class. (see “Participation, Discussion & Application Journal Template” document on Blackboard for discussion questions)

**Class Project “Best Practices”** will be a 12-15 slide 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 provided to the instructor on a memory stick. Class Project “Best Practice presentations should include:

- **Overview of “best practices”** – definitions, what they are, where they have come from, what organizational results they help achieve.
- **Validation** – Explanation of Why this Management Topic is important.
- **Assimilation** – “Hot List” of best practice web sites (2-3) based on your research on that management topic (one’s you thought had the best content or useful tools on your management topic)
- **Application** – steps required to introduce or apply the best practice at work OR case study for the class to work through/comment on in on-line discussion

**I would encourage the sharing of actual “best practices” from class members’ companies. Other than definitions, do not regurgitate content from your chapter reading.**

A sign-up sheet for class projects will be passed around on the second night of class. There will be one slot per management topic (two management topics will be covered each week) so all topics will be covered. Presentations will be provided on a flash drive and projected from the instructor’s lap top.

You will upload your completed presentations on the UCSD **Blackboard Discussion Board Tab** so class members will have access to a copy of your presentation. Every class participant will provide at least ONE comment to provide feedback to the presenter regarding what was effective or opportunity for improvement for each Class Best Practice Presentation as part of your Class Participation Grade on the On-line “Discussion Board” in Blackboard. (minimum 14 posts for credit)

**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	<b>Management in a Diverse Workplace &amp; The Management Movement</b>	- Chap. 1 & 2	<ul style="list-style-type: none"> <li>Course Overview &amp; Requirements, sign up for Class Projects</li> <li>Leadership: the Art of Possibility</li> </ul>	N/A
#2	<b>Developing Communication Skills &amp; Decision-Making Skills</b>	- Chap. 3 & 4 - <b>Take MBTI on line</b> - <u>Intro to Type</u> pgs. 4 – 10	<ul style="list-style-type: none"> <li>Myers Briggs Type Indicator (MBTI) Overview and Individual Report Results &amp; Application Exercises</li> <li>Exploring Type</li> </ul>	N/A
#3	<b>Basics of Planning and Strategic Management &amp; Operations Management and Planning</b>	- Chapters 7 & 19 - <b>Review copy of your company's Strategic Plan</b>	<ul style="list-style-type: none"> <li>Elements of Strategic Plans &amp; examples</li> <li>Highlight different Methodologies and Types</li> </ul>	
#4	<b>Developing Employees, Managers &amp; Developing Leadership Skills</b> <i>- Mid-Term Exam available on Blackboard</i>	- Chapters 12&14	<ul style="list-style-type: none"> <li>Training that Drives Organizational Results</li> <li>Leadership Architect Competency Card Sort – <i>ID Individual Leadership Strengths &amp; Dev. areas</i></li> </ul>	
#5	<b>Organizing Work &amp; Organizing Structure</b> <i>Mid-Term Exam due</i>	- Chapters 8 & 9 - <b>Bring copy of your current position description</b>	<ul style="list-style-type: none"> <li>Org. Restructure example</li> <li>Leadership Architect Competency Card Sort – <i>ID Current Job Competencies</i></li> </ul>	
#6	<b>Understanding Work Groups/Teams &amp; Motivating Employees</b>	- Chapters 10&13	<ul style="list-style-type: none"> <li>MBTI Interaction Styles</li> <li>Retention and Develop. for Long Run</li> <li>FISH Philosophy</li> </ul>	
#7	<b>Staffing &amp; Appraising and Rewarding Performance</b>	- Chapters 11&18 - <b>Bring copy of your company's Performance Review form</b>	<ul style="list-style-type: none"> <li>Overview of Behavioral Interviewing</li> <li>Leadership Architect – <i>Self Performance Evaluation against job competencies</i></li> <li>Leadership Develop. Action Planning</li> </ul>	
#8	<b>Managing: Conflict, Stress &amp; Managing Change &amp; Culture</b> <i>Final Exam available</i>	- Chapters 15&16	<ul style="list-style-type: none"> <li>Change Management Models and Practices</li> </ul>	
#9	<b>Class Presentations</b> Final Exam – <i>due</i> Final Papers – <i>due</i> Learning & Application Journals - <i>due</i>		<ul style="list-style-type: none"> <li>Final Papers &amp; Learning Journals Due</li> <li>Wrap Up: "Hot Wash After Action Review" &amp; Course Evaluations Due</li> </ul>	

## COURSE MATERIALS:

### **Books:**

- **Management Skills & Application**, 13<sup>th</sup> Edition; Mc Graw Hill – Publishers; Lesile Rue and Lloyd Byars – Authors (*Required*)
- **Introduction to Type**, 6<sup>th</sup> Edition; CPP, Inc – Publishers; Isabel Briggs Myers – Author (*Required*)
- **FYI – For Your Improvement**, 4<sup>th</sup> Edition: Lominger Publishers; Michael M. Lombardo, and Robert W. Eichinger – Authors (*Highly recommended*)

### **Materials:**

- **Lominger Leadership Architect Sort Card Deck**, version 4.1b; Lominger Publishers [www.lominger.com](http://www.lominger.com) – (*Highly Recommended*)
- **Myers Briggs Type Indicator (MBTI)** – on line assessment & report (*provided*)
- **USCD Extension Binder** (*provided*)
- **On-line Content:**
  - ❖ [www.goatesconsultinggroup.com](http://www.goatesconsultinggroup.com), UCSD/MMP, Password “**ManagementLearner**”
  - ❖ <http://ucsdextension.blackboard.com>  
Username: “**your email address**” (on file with UCSD Extension)  
Password 1<sup>st</sup> time: “**your email address**”
  - ❖ [www.mhhe.com/rue13e](http://www.mhhe.com/rue13e) - registration code included with your new textbook

## GRADING SYSTEM:

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

## COURSE & INSTRUCTOR EVALUATIONS:

In an effort to gather student feedback on our courses and instructors in a quicker, more reliable way, all course evaluations will be completed online via Blackboard. This evaluation process is completely confidential, and all results received are aggregate.

Please complete your course evaluation by visiting <http://ucsdextension.blackboard.com>. You will see the course evaluation once you log in. If you are unable to login, please contact student services, 858-882-8000 to obtain the email address that we have on file for you and update it if necessary.

GREG B. GOATES, M.A., is President of GOATES CONSULTING GROUP, Inc., which focuses on executive coaching and leadership development, organization effectiveness and strategic human resource leadership. He has over 20 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.