MINDEDGE LEARNING

Management Skills Syllabus

Delivery Method: *Online, Asynchronous*
Contact: support@mindedge.com
Prerequisites/Co-requisites: *None*
Required Texts and Resources: *MindEdge course bundle*

Course Description:
This online course equips both new and experienced managers with the skills and resources necessary to foster strong connections, lead change, and resolve potential conflicts. Whether operating in an in-person office environment or a remote work setting, students will learn practical ways to better coach and motivate their teams throughout ten segments. The self-paced course offers an assortment of interactive exercises, videos, case studies, and self-assessments that engage learners and provide opportunities to practice and apply key management skills.

Topics covered in the course:

- Introduction to Management
- Communicating Collaboratively
- Emotional Intelligence for Managers
- Handling Difficult Employee Behavior
- HR Fundamentals for Managers
- Introduction to Negotiations
- Leading and Managing Change
- Managing People
- Managing Remote Employees
- Time Management

For any questions or concerns related to content, IT, and accommodations, please contact support@mindedge.com.

Students will have access to the course for 1 year. Completion of all components of the material will take approximately 45 hours. Students are able to self-pace their progress through the material, as all content is delivered online and asynchronously.

Grading:
Successful completion for the ACE CREDIT® designation is based on student performance on a final cumulative exam. The final exam is composed of **70 multiple-choice questions.** Students will have 2.5 hours to complete the exam.

If students do not earn a passing score of 70% on their first attempt, they will have the opportunity to take the exam **2 additional times (3 total attempts).** Students must wait 24 hours between exam retakes.

Honor Code:
At MindEdge, we believe in the power of online learning and the power of learners to improve their lives through education. We believe in the honesty and integrity of our learners and the ability of our courses to further competencies in critical subjects crucial to personal and professional development.

When taking MindEdge courses that may confer college credit equivalency, we use additional measures to ensure the integrity of end-of-course exams and projects. This includes the use of online proctoring software. End-of-course exams are those built in a self-contained MindEdge "course"—separate from the material used for learning review and study. It's expected that learners focus exclusively on the exam when taking the exam.

- Referencing the course materials used for learning is not permitted.
- Reviewing other course materials on separate devices or screens is not permitted.
- Working in tandem or communicating with others—either in your immediate proximity or via digital methods (text, chat, FaceTime, etc.)—is not permitted.
- Using alternate browsers or browser windows and search engines of any kind to aid in answering exam questions is not permitted.

The use of the proctoring software is to help ensure these activities don't happen. Learners are expected to abide by the proctoring process, including the verification of a learner's true identity as the registered exam taker by providing appropriate and valid identification.

Should the proctoring process raise any flags of suspicion on the items above, MindEdge will contact the learner with the information provided by our provider.

Should MindEdge have sufficient proof that the rules of this honor code were not followed, the learner will not have the opportunity to earn college credit or other continuing education units, as applicable. Any applicable fees paid to any party to take the course are not eligible for a refund of any kind.

Learning Outcomes
Course-level learning outcomes are listed below.

- Define the concepts of emotional intelligence, and identify how emotional intelligence can have a positive impact on managerial performance
- Describe common behaviors of difficult employees
- Identify the importance of addressing difficult employee behavior, and discuss how to manage conversations about difficult behaviors
- Understand the role of the manager in human resource management tasks related to employee recruitment and selection, onboarding, training and development, compensation, performance evaluation, and discipline
- Identify key strategies for managing employees, including remote workers
- Discuss the challenges associated with hiring, communicating, and leading remote employees
- Define negotiation, and describe varied negotiating concepts, techniques, and strategies
- Identify different behaviors which can pose challenges to a negotiation and may cause impasses
- Recognize how effectively coaching and motivating employees is a vital part of managing and improving performance in any organization
- Discuss effective interpersonal communication strategies within the context of various settings, including small and large groups and remote work
- Recognize the importance of time management, and discuss some common time management tools and techniques
- Identify concepts and learn tools for the effective management of change

Learning Objectives
Below, learning objectives are listed according to topic.

Introduction to Management
- Identify key strategies for managing people, including remote workers
- Distinguish between managers and individual contributors, as well as the various types of organizational structures
- Recall the process of hiring, training, and developing employees, and memorize key HR laws
- Define an empowered team, and recognize high employee performance
- Identify the various types of difficult employee behavior, and recognize when to coach, discipline, or terminate an employee
- Recognize emotional intelligence, and identify strategies for in-person and virtual communication
- Describe what should occur before, during, and after a meeting
- Recognize thoughtful negotiation, and identify the negotiation type and tools like reservation price, ZOPA, and BATNA

- Recall time management skills, including prioritization and setting SMART goals
- Recognize change initiatives and methods to minimize employee resistance
- Distinguish between legally mandated and optional benefits
- Distinguish between various methods of performance appraisal
- Identify common behavior issues
- Understand the importance of progressive discipline

Communicating Collaboratively
- Identify the factors in interpersonal communication
- Recall communication strategies to be successful in small and large groups
- Identify strategies for working effectively in remote settings, including telework settings
- Define the purpose of various types of meetings, and describe the outcomes expected
- Recognize the role of an effective communicator in a meeting
- Recognize how to prepare for, moderate, and follow up after a meeting to ensure effective use of organizational resources
- Describe how to document a meeting and distribute minutes or a meeting summary as appropriate

Emotional Intelligence for Managers
- Describe the role of emotional intelligence for managers
- Recall why improving emotional intelligence can have a positive impact on managerial performance
- Describe the importance of emotional intelligence in successful management
- Identify the nine key EI factors
- Recognize how EI factors into business management scenarios

Handling Difficult Employee Behavior

- Identify the importance of addressing difficult employee behavior
- Describe a six-step model for handling conversations about difficult behaviors
- Recognize practical tips for handling conversations about difficult behaviors
- Identify the common 12 difficult employee behavioral types:
  - the Complainer
  - the Disorganized Employee
  - the Procrastinator
  - the Inflexible Employee
  - the Unmotivated Employee
  - the Overly Sensitive Employee
  - the Overly Confident Employee

- o   the Manipulator
- o   the Social Skills Challenged Employee
- o   the Overly Social Employee
- o   the Needy Employee
- o   the Bully
- Identify the 12 difficult behaviors, their causes and motivations, and their consequences
- Recognize best practices for handling the 12 difficult behaviors
- Identify best practices for workplace scenarios involving the 12 behavioral types

HR Fundamentals for Managers
- Describe the role of the manager in HR tasks
- Recognize different approaches to employee recruitment
- Define the purpose of a job analysis
- Identify the steps involved in employee selection
- Recognize various methods for evaluating prospective employees
- Describe the importance of onboarding
- Distinguish between training and development
- Identify common types of training and training delivery methods
- Identify elements of compensation
- Recognize the importance of wage equity and competitiveness
- Distinguish between legally mandated and optional benefits
- Recognize various methods of performance appraisal
- Identify common behavior issues
- Understand the importance of progressive discipline

Introduction to Negotiations
- Define what negotiation is
- Differentiate between principled negotiation, distributive negotiation, integrative negotiation, and mixed motive negotiation
- Define what BATNA is, and describe why it is important within the context of a negotiation
- Define the concepts of reservation price and ZOPA and how they relate to one another in a negotiation
- Define the steps that should be taken to plan for a negotiation
- Identify the ways that power can be used in a negotiation and how power can be gained from different sources
- Identify different behaviors which can pose challenges to a negotiation and may cause impasses
- Recognize the concepts of negotiation when applied to real-world scenarios

Leading and Managing Change
- Define organizational change, and identify the forms it can take
- Describe Kotter's Eight Step Process recommended for implementing change successfully
- Define Lewin's model of change and recognize its limitations
- Identify the factors a leader or manager can employ to promote change
- Define the change initiative planning process
- Describe the role of a leader in communicating change
- Identify methods to foster participation
- Identify the underpinnings of resistance to change, and describe methods on how to overcome it
- Identify other models of change management (ADKAR, GE CAP, Cisco Change Roadmap)
- Match change management models to specific scenarios
- Understand strategic change and mastering a changing environment

Managing People
- Describe how managers must handle people—subordinates, peers, superiors, and customers—to achieve goals
- Identify how delegation is a key tool for managing
- Describe the role of emotional intelligence (EI) in managing
- Recognize different attitudes toward empowering management
- Identify the major organizational structures and the differences between them
- Identify the different factors that motivate workers and how a manager can use them to improve employee performance
- Identify the defining characteristics, benefits, and unique challenges of empowered teams
- Recognize how coaching employees is a vital part of managing in any organization
- Identify the challenges of discipline, and describe how a manager should deal with such situations

Managing Remote Employees
- Identify the reasons why people choose to work remotely
- Describe current attitudes toward remote work
- Recall some of the myths surrounding remote work
- Identify the benefits and drawbacks of remote work arrangements
- Identify whether their company is well suited for remote work arrangements
- Identify the top challenges when it comes to leading remote employees
- Recognize best practices for hiring and onboarding remote employees
- Identify ways to develop remote workers
- Describe how to effectively communicate with remote employees

- Recognize strategies for providing feedback to remote workers
- Identify ways to motivate and connect with remote employees

Time Management
- Recognize the importance of time management
- Recognize how to use a time log to ascertain how you spend your time
- Recall the reasons for procrastination and describe how to deal with them
- Recognize the importance of goal setting and establishing personal and professional goals
- Identify the key principles of time management (organization, prioritization, planning)
- Recognize some common time management tools, including scheduling systems (activity logs, action plans, to-do lists) and technology (automation, etc.)
- Describe how to manage time by using appropriate tools and techniques