

## Business Etiquette Passage for A to Z Management

### Training Outline

#### Module One

##### Managers and Management

Who are managers, and where do they work?

- What three common characteristics do all organizations share
- How are manager different from operative employees
- What titles do manager have in organizations

What is management, and what do managers do?

- How do we define management
- What are the management processes
- What are management roles
- Is the manager's job universal
- What skills and competencies do successful managers possess

What to develop?

- Team skills-building exercise-to develop your mentoring skills
- Develop your diagnostic and analytical skills
- Developing your investigative skills
- Develop your writing skills-communication effectively

Summary-Review and Application Questions

#### Module Two

##### Foundations of Planning

Planning Defined

Planning in uncertain environments

- Why should managers formally plan
- What are some criticisms of formal planning
- The bottom line: does planning improve organizational performance

Types of Plans

- How do strategic and tactical planning differ
- In what time frame do plans exist
- What is the difference between specific and directional plans
- How do single-use and standing plans differ

Management by Objectives

- What is the MBO
- What are the common elements in an MBO program
- Does MBO work
- How do you set employee objectives
- Is there a downside to setting objectives



## The Importance of an Organizational Strategy

### A Strategic Framework: Choosing a Niche

- How does the strategic management process operate
- What are the primary steps in the strategic management process
- What is SWOT analysis
- How do you formulate strategies
- What happens after strategies are formulated

### Quality as a strategic weapon

- How can benchmarking help promote quality
- What is the ISO 9000 series
- How can attaining Six Sigma signify quality

Summary-Review and application questions

## Module Three

### Foundations of Decision Making

#### The Decision-Making Process

- What defines a decision problem
- What is relevant in the decision-making process
- How does the decision maker weight the criteria
- What determines the “Best” choice
- What is the decision implementation
- What is the Last Step in the Decision Process

#### Making Decision: The Rational Model

#### The Real World of Managerial Decision Making: Modification of the Rational Model

- What is bounded rationality
- Are common errors committed in the decision making process

#### Decision Making: a Contingency approach

- How do problems differ
- What is the difference between programmed and non programmed decisions
- What are procedures, rules, and policies, and when are they best used
- What do non programmed decisions look like
- How can you integrate problems, types of decisions, and level in the organization

#### Decision-Making Styles

#### Making Decisions in Groups

- What are the advantages of group decision making
- What are the disadvantages of group decision making
- When are groups most effective
- How can you improve group decision making

Summary-Review and application questions



## Module Four Managing Change and Innovation

What is Change?

- Forces for change
- What external forces create a need for change
- What internal forces create a need for change
- How can a manager serve as a change agent
- Two views of the change process
- What is the Calm Waters metaphor
- What is the White-Water Rapids Metaphor
- Does every manager face a world of constant and chaotic change

Organizational Change and Member Resistance

- Why do people resist change
- What are some techniques for reducing resistance to organizational Change

Making Changes in the Organization

- How do organizations implement "Planned" Changes
- What is organization development
- Are there typical OD TECHNIQUES

Stress: The Aftermath of Organization Change

- What is Stress
- Are there common causes of stress
- What are the symptoms of stress
- How can stress be reduced

Stimulating Innovation

- How are creativity and innovation related
- What is involved in innovation
- How can a manager foster innovation

Summary-Review and application questions



## Module Five

### Leading

#### Foundations of Individual and Group Behavior

Toward Explaining and Predicting Behavior

- What is the focus of Organizational behavior
- What are the goals of organizational behavior
- Do an individual attitude and behavior need to be consistent
- What is cognitive dissonance theory
- How can an understanding of attitude help managers be more effective
  1. personality
  2. perception
  3. learning
  4. foundations of group behavior

Summary-Review and application questions

## Module Six

### Motivation and Rewarding Employees

Motivation and Individual Needs

Early Theories of Motivation

- what is Maslow's Hierarchy of Needs Theory
- what is McGregor's Theory X and Theory Y
- What is Herzberg's Motivation-Hygiene Theory

Contemporary Theories of motivation

- What is McClelland's Three-Needs Theory
- How do Inputs and Outcomes Influence Motivation
- Does Job Design Influence Motivation
- Why is Expectancy Theory Considered a Comprehensive Theory of Motivation
- How can we integrate the contemporary theories of motivation

Contemporary Issues in Motivation

- What is the key to motivation a diverse workforce
- Should employees be paid for performance on time on the Job
- How can managers motivate minimum-wage employees
- What different in motivating professional and technical employees
- How can flexible work options influence motivation

Summary-Review and application questions



## Module Seven

### Leadership and Trust

Managers Vs Leaders

Trait Theories of Leadership

Behavioral Theories of leadership

- Are there identifiable leadership behaviors
- Why were the Ohio State Studies Important
- What were the leadership dimensions of the University of Michigan Studies
- What is the managerial grid
- What did the behavioral theories teach Us about leadership

Contingency theories of leadership

- What is the Fiedler Model
- How does Path-Goal theory operate
- What is the leader-participation model
- How does situational leadership operate

Emerging approaches to leadership

- What is Charismatic leadership theory
- What is visionary leadership
- How do transactional leaders differ from transformational leaders
- What is team leadership
- Does national culture affect leadership
- Is leadership always important

Building Trust: The Essence of Leadership

- What is trust
- Why is trust one foundation of leadership
- What are the three types of trust

Summary-Review and application question



## Module Eight

### Communication and Interpersonal Skills

#### Understanding Communication

- How does the communication process work
- Are written communication more effective than verbal ones
- Is the grapevine an effective way to communicate
- How do non verbal cues affect communications
- Is the wave of communication's future in electronic media
- What barriers exist to effective communication
- How can managers overcome communication barriers

#### International Insights into and Gender Issues in the communication Process

#### Developing Interpersonal Skills

- Why are active listening skills important
- Why are feedback skills important
- What is the difference between positive and negative feedback
- What are empowerment skills
- How do you manage conflict
- What are negation skills
- What is an effective presentation

Summary-Review and applicable questions

## Module Nine

### Foundations of Control

#### What is Control?

#### The Importance of Control

- The control process
- What is measuring
- What managerial action can be taken

#### Types of Control

- What is feed-forward control
- When is concurrent control
- Why is feedback control so popular
  1. Qualities of an effective control system
  2. Contingency factors of control
  3. Adjusting controls for national differences
  4. The dysfunctional side of controls
  5. Ethical issues of control

Summary-Review and applicable questions



### **Duration of Training**

- Six training days from 9:00 a.m. till 5:00 p.m.
- It is 48 hours training

### **Target Audience**

- Top management
- Middle management
- Operational managers
- Team leaders
- Supervisors
- Training group is not to exceed fifteen participants

### **Methodology of Training**

- Group discussion
- Case studies
- Practical sessions
- Quiz on session test