



Functional Manager™

a performance management program for experienced managers

PENNSTATE



Management
Development

About the program

Effective leadership is more than just knowing fundamental concepts. It's about successfully applying these concepts in the workplace. The Functional Manager program, through a series of experiential workshop sessions, allows participants to explore and practice five key areas of management. These areas build upon an educational experience designed to develop competencies beyond the typical supervisory skill set. Upon completion, participants can apply new knowledge to current industry challenges.

Topics

- **Planning**
- **Organizing**
- **Leading**
- **Coordinating Activities**
- **Controlling Performance**

Benefits

- Convenient, half-day sessions
- Class size of 20 or fewer participating as a group through the entire program
- Time between sessions to allow for application of concepts in the workplace
- Certificate from Penn State awarded upon completion
- One CEU (Continuing Education Unit) awarded for every ten hours of instruction
- Online materials included for flexible delivery of content

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Introduction to the Functional Manager

- History of management
- Personal assessment
- Development plan
- Project introduction

Foundations and Contemporary Leadership Practices

- Roles and responsibilities
- Traits and values of effective leaders
- Delegation and models of leadership
- Developmental leadership
- Challenges of leadership

Strategic and Business Management

- Strategy
- Goal setting
- Building strategy
- Strategic planning
- SWOT analysis
- Balanced Scorecard
- Business planning

Employee Performance

- Management and feedback
- Performance observation
- Performance data
- Recording observations and other data
- Effective performance feedback
- Legal considerations and guidelines

Advanced Interpersonal Skills

- Negotiation and influence
- Emotional intelligence
- Conflict resolution and mediation

Effective Communications and Presentations

- Communication tools
- Effective meetings
- Audience analysis and adaptations
- Presentation delivery

Solving Problems and Making Decisions

- Definitions and concerns
- Systematic approach
- Tools and techniques
- Factors associated with groups
- Application tools

Project Management

- Project definitions and roles
- Project implementation
- Cost-benefit analysis
- Budgeting
- Project closing

Customer-Driven Management

- Customer-focus business concerns
- Organizational customers
- Excellent customer service
- Customer focus and strategic plan
- How customers drive change
- Customer satisfaction

Building a Culture for Success

- Teamwork and cooperation
- Employee involvement
- Diversity and decision making
- Diversity and values
- Organizational culture and climate
- Empowering employees

Leading Organizational Change

- Manager's role and change
- Change management in turbulent times
- Resistance to change
- Resilience
- Monitoring and sustaining change

Presentations Summary

- Project reports
- Summary
- Review of development plan

This publication is available in alternative media on request.

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