

**Course Syllabus**  
**MGR: Managing Oneself and Maximizing Your Team**

**Week 1. Managing Successfully in the 21<sup>st</sup> Century Workplace**

In Week 1 we will begin by asking what management entails. Looking at management and its misconceptions, we will distinguish management and leadership then turn our attention to conventional paradigm of management as a top down structure. We will examine a new management paradigm that sharply contrasts with the conventional approach. Additional resources will guide us in understanding basic principles of managing staff and volunteers as well as the central importance of diversity and inclusiveness in a nonprofit organization.

**Week 2. Managing the Work**

In Week 2 we will look at the most basic questions to the challenge of managing the work. Our discussion will explore how to manage specific tasks through delegation as well as broad responsibilities that are ongoing. These topics will facilitate an understanding of management roles and responsibilities.

**Week 3. Developing People: Keys to Building and Retaining a Strong Team**

In Week 3 we will move our focus on managing the work to the most challenging dimension of managing people. We will delve into the topics of hiring superstars, developing people, retaining your best, and how to address performance problems. Managing across the generations is also included here. There will be ample opportunity to discuss lessons learned across the week's topics.

**Week 4. Managing Yourself: Investing in Your Own Sustainability**

In Week 4 we will look at the importance of self-management. This is especially the case because of the high risk of burnout. We will examine how to act when you have authority over people, time management tips, and staying organized while turning to class participants to inquire what they find most helpful.

**Week 5. Building an Organizational Culture for Excellence and Innovation**

In Week 5 we will explore definitions and concepts of management, and having discussed considerations about the management of work, people, and oneself, we will round out Week 5 with the spotlight on the organization itself. Here we will examine what organizational culture is, and in particular, what an organizational culture of excellence and innovation looks like.