**Learning Goals Checklist**

**UNIT 1: Foundations of Management**

1. To explain the challenges facing 21st Century Managers

2. To describe the characteristics and performance of a successful organization

3. To define what is a manager and what are the levels of management

4. To identify the characteristics and skills a successful manager needs.

5. To explain the four functions of management.

6. To define ethics

7. To explain ethical behaviour/viewpoints

8. To explain and give examples of ethical dilemmas

9. To explain how managers can maintain high ethical standards in the workplace.

10. To identify and apply the steps of ethical decision making.

11. To explain what Corporate Social Responsibility (CSR) is and its key issues.

12. To explain the 2 principles of CSR (charity and stewardship)

13. To explain why companies are socially responsible and the consequences of CSR.

14. To describe what and who are stakeholders

15. To explain the 3 types of management theories (classical, behavioural, modern).

**UNIT 2: Leadership**

1. To identify and analyse the characteristics of an effective leader

2. To identify and explain the types of power sources

3. To explain how to empower others.

4. To compare and evaluate contemporary leadership theories

5. To identify and compare different leadership styles

6. To use current world examples of how the leadership styles are being used

7. To explain the roles a manager can take in group work

8. To explain the nature and types of groups within an organization (e.g., formal/ informal)

9. To analyse the stages of group development (e.g. forming)

10. To analyse the factors that contribute to the success or failure of a team

11. To analyse the elements that shape a person’s personality.

12. To explain personality and personality types.

13. To explain what influences a person’s perception and analyse how it could change their response.

14. To explain and give examples of emotional intelligence (EI).

**UNIT 3: Management Challenges**

1. I will be able to explain the difference between intrinsic and extrinsic motivation.
2. I will be able to assess the advantages and disadvantages of the types of motivation.
3. I will be able to explain the 6 types of motivational theories.
4. I will be able to explain how motivational theories can impact the individual and the workplace.
5. I will be able to explain obstacles/barriers to effective communication
6. I will be able to suggest ways to overcome these barriers
7. I will be able to describe some techniques used to improve communication skills
8. I will be able to explain the communication process.
9. I will be able to evaluate the different types of conflict management styles (e.g. avoidance)
10. I will be able to describe the factors that contribute to stress and conflict in the work place.
11. I will be able to evaluate the impact of personal and work related stress on job performance
12. I will be able to identify stress reduction techniques that employees can use.

**UNIT 4: Planning and Control**

1. To describe and use the planning process.

2. To explain the benefits of planning to an organization.

3. To identify and explain the types of plans that managers can use.

4. To identify and use various planning tools.

5. To demonstrate the ability to use time management techniques.

6. To describe why people resist change.

7. To describe and use change strategies (force coercion, rational persuasion, normative, and adaptive)

8. To explain the stages of change (e.g. unfreeze)

9. To explain the Change Management Process

10. To use the strategic planning process

11. To use and analyze the organizational strategic plans e.g. SWOT analysis

12. To explain the types and levels of strategic plans e.g. retrenchment and corporate

13. To describe the control process.

14. To explain three types of control systems used by organizations (feedforward, concurrent and feedback)

15. To explain and use the Management by Objectives control process.

16. To explain a progressive employee discipline model (HOTSTOVE).

**UNIT 5: Organising**

1. To explain and assess the *divisional* organizational structure, *functional* organizational structure, *matrix* organizational structure, *team* organizational structure, and *boundary-less* organizational structure.
2. To explain to explain the different trends in the organizational design structure such as shorter chain of command, decentralization, increased empowerment, and reduced use of staff
3. To explain the role that the manager has to take when dealing with these trends.
4. To define organizational behavior
5. To explain the types of various work settings and arrangements for individuals and group such as job sharing, self managed teams, work schedules, off-site work, and contract work.
6. To compare the strengths and weaknesses of each setting/arrangement.
7. To explain and assess the different job design approaches.
8. To explain the purpose of the human resource department
9. To explain the Human Resource Process (planning, recruiting, selecting)
10. To explain the relationship between an organizations objectives and the human resource process. (e.g. planning, recruitment, selection)
11. To explain the strategies a company uses to *maintain and develop* a quality workforce.
12. To explain what a performance appraisal is and how it is used.