This document outlines a sequence of learning activities students should complete to help them prepare to demonstrate competence in the subject areas of leadership and professionalism. Your competence will be assessed by taken the LPO1 objective assessment. Depending on your educational background and work experience, this course of study can take up to 8 weeks to complete. Following this document is an important part of your assessment preparation. This tool is designed to help you become an independent learner by providing multiple learning methods. These steps may be completed more quickly than shown below as determined by consulting with your mentor.

**Introduction**

**Welcome**
Welcome to the Leadership and Professionalism Course of Study. Effective leadership and professionalism is a critical skill in today's workplace, whether you manage your own team or work collaboratively with or through others who do not report directly to you. You will explore these concepts in this course of study.

**Overview**
Why is leadership and professionalism so important? Leaders come in all shapes and sizes-some come with formal authority, while others emerge in a group informally.

Whether the leader is formally designated or informally emerges, a leader is necessary for team and organizational success. Someone needs to steer the ship. Success as a formal or informal leader depends heavily on the ability to communicate effectively, influence those around you, establish credibility, and show your ethical conduct-in other words, exhibiting leadership and professionalism.

Once you have successfully completed this course of study, you should be able to apply the basic principles of leadership, teamwork, professionalism, and communication.

Each of you has a wealth of personal experience regarding leadership and professionalism. Either you have led people and/or projects, or you have worked with leaders who have provided examples of effective or poor leadership or professionalism. Once you complete this course of study, you will have demonstrated a level of competence you can immediately use in your work and career experience.

**Outcomes and Evaluation**
The following competencies are covered in this course of study.

**Competency: Upper-Division Professionalism**
Formulate, apply and explain their own professional ethics, considering the fundamentals of ethical behavior and including relevant professional ethical standards.

**Competency: Upper-Division Professionalism**
Compare and contrast social responsibility, ethics, and integrity.
Competency: Upper-Division Professionalism
Identify and explain their own and others' strengths and weaknesses in relation to organizational effectiveness and efficiency.

Competency: Upper-Division Professionalism
Demonstrate an understanding of self-management skills including time and stress management, and interpersonal professional relationships and conduct.

Competency: Upper-Division Professionalism
Describe and differentiate their own responsibilities to various stakeholders.

Competency: Upper-Division Professionalism
Demonstrate an understanding of the components of a professional development action plan.

Competency: Upper-Division Professionalism
Identify and apply appropriate strategies for networking and collaborating with others.

Competency: Upper-Division Professionalism
Articulate potential conflicts of their own ethics with those of the organization and how those ethical conflicts might be resolved with integrity.

Competency: Upper-Division Professionalism
Demonstrate appropriate and inappropriate resource use in the workplace (e.g., time, physical and intellectual property, and personnel).

Competency: Upper-Division Professionalism
Demonstrate respect for and acceptance of diverse groups and comply with appropriate legal requirements.

Competency: Upper-Division Professionalism
Objectively consider and respond to others' feedback and evaluation.

Competency: Leadership Behaviors
Identify and apply leadership behaviors including providing direction and enlisting others in a shared vision; searching out challenging opportunities for change, growth, and improvement; fostering collaboration and building effective teams; and coaching, mentoring, counseling, and facilitating professional development.

Competency: Upper-Division Leadership
Identify their own leadership strengths and weaknesses and develop an action plan for continued leadership development.

Competency: Leadership Issues
Describe the relationship between effective leadership, risk profiles, and ambiguous situations in the context of various organizations.
Competency: Leadership Strategies
Compare and contrast persuasion, influence, and manipulation strategies available to leaders and managers.

Competency: Fostering Values
Identify and apply conditions that foster creativity, courage, compassion, diversity, innovation, a healthy work environment, stakeholder trust and risk taking.

Competency: Dedication
Exhibit dedication for the end result and model behavior that facilitates the desired outcome.

Competency: Vision
Explain the importance of vision, mission, goals, and core values; how leaders can actively involve followers in their discovery/development; and their role in obtaining continual success/improvements.

Competency: Effective Leadership
Identify and apply effective leadership including the function of the leader's behavior, characteristics of the followers, aspects of the environment, and criteria of organizational effectiveness.

Competency: Data Analysis and Interpretation
Interpret, summarize, evaluate and explain in your own words information and points of view presented in professional settings (e.g., publications, reports, memoranda, presentations, data/statistical sources, and charts/graphs).

Competency: Professional Writing
Produce written communications that are appropriate in language and detail for different professional audiences (e.g., report on progress to team members, memo about job performance to supervisor, letter to a governmental agency, project/product proposal, and memo to board of directors).

Competency: Professional Speaking
Produce and deliver an oral presentation that presents in a logical order a professionally related argument or position, provides supporting evidence, and clearly states a conclusion.

Competency: Question Handling
Respond to questions after a professionally related oral presentation with further information at an adequate level of detail or with appropriate additional arguments.

Competency: Professional Presentations
Adjust style, tone, length and level of detail presented in an oral presentation to suit the needs and experiences of a particular professional audience.

Competency: Interpretation of Graphics
Interpret the trends and main points conveyed by standard graphical representations of data.
such as flowcharts, organization charts, pie charts, data tables, line and bar graphs, and X/Y charts.

**Competency: Use of Graphics**  
Create and present to an audience professional graphical representations of data such as flowcharts, organization charts, pie charts, data tables, line and bar graphs, and X/Y charts.

**Competency: Team Concepts**  
Identify and discuss appropriate uses for a team including the advantages of individual versus team job design and the advantages of self-managed teams, team supervision, and individual/team rewards for performance.

**Competency: Team Action Plan**  
Formulate and explain a team action plan that addresses barriers, team characteristics and roles, team stages, consensus formulation, and communication with external audiences.

**Competency: Topic Selection**  
Identify and apply team facilitation skills including brokering with external audiences, directing, coordinating, and preventing groupthink.

**Competency: Team Participation**  
Identify and apply team participation skills including professional behavior, constructive role playing, commitment to team purpose, and team celebration.

**Competency: Client vs. Team Needs and Expectations**  
Compare and contrast the needs and expectations of the external client to that of the team, including clarity of team goals, responsibility, authority, and resources.

This course of study is designed to prepare you for the objective assessment (which consists of 80 multiple-choice questions and requires a passing score of 54%). The exam covers the following four areas:

- communication,
- leadership,
- teamwork, and
- professionalism.

The exam must be taken at an approved testing site.

There is also a pre-assessment that is available to help you prepare for the exam. The pre-assessment has 40 questions and requires a passing score of 54%. Students should aim for a score of 45% or higher on the pre-assessment before scheduling the objective assessment.

**Preparing for Success**
In order to successfully complete this course of study, you need the appropriate resources to support your learning. The various learning resources included in this course of study are essential to your success, as they will provide the necessary knowledge to pass the objective assessment.

**Obtain Learning Resources**

Arrange to obtain or enroll in the learning resources for this course of study so there will be no delays in your studies. These items are essential for you, as the course of study will guide you in the use of these resources.

**Order Your Textbooks**

Order the following commonly used college-level management/leadership and communication textbooks. They include chapter questions, glossaries, and case studies to use to check your understanding as you progress through the material.


*Note: The WGU Bookstore has these books available for immediate purchase and delivery. You may shop at other online bookstores, but be sure to order early and use the correct ISBN to get the correct edition.*

**Accessing the SkillSoft Library**

For additional information on using your SkillSoft account, read "[Using Your SkillSoft Account](#)".

**Additional Preparation**

There are many different learning tools available to you within your course of study in addition to the learning resources discussed above. Some or all of them may be very useful to you as your progress through this course of study. Take the time to familiarize yourself with them and determine how best to fit them into your learning process.

The following activities and information will help you as you work through this course of study.

**Engage in Learning Tools**

Message boards, study notes, and FAQs are available in every course of study. Use the "[Additional Learning Tools](#)" document to review these tools.

**Purchasing a Journal for Your Studies**

Throughout this course of study you will be asked to identify ideas or tools that jumped out at you, ideas that you can find immediate relevance or application for in your professional life or that can be used to improve your skills in leadership. Writing them down will make it easier to apply them in your professional life.

This journal or toolbox can also help to refresh your memory on concepts that will be included in
the objective assessment. Whether you purchase a notebook or create a word-processing document, it will become a valuable toolbox you can add to and draw upon throughout the journey toward your degree.

**Communication**

Communication has many different components. On the one hand, communication is very technical and involves the use of proper writing and speaking mechanics. However, communication goes beyond this technical level. Your ability to communicate builds your credibility as a leader and a manager.

Mastering effective communication can increase your ability to influence others. Most important, effective communication is the vehicle with which you ensure your intended messages are heard-often a complicated process.

The activities in this subject will introduce you to the concepts associated with communication in business.

Competencies covered by this subject

313.3.1 - Data Analysis and Interpretation
Interpret, summarize, evaluate and explain in your own words information and points of view presented in professional settings (e.g., publications, reports, memoranda, presentations, data/statistical sources, and charts/graphs).

313.3.2 - Professional Writing
Produce written communications that are appropriate in language and detail for different professional audiences (e.g., report on progress to team members, memo about job performance to supervisor, letter to a governmental agency, project/product proposal, and memo to board of directors).

313.3.4 - Professional Speaking
Produce and deliver an oral presentation that presents in a logical order a professionally related argument or position, provides supporting evidence, and clearly states a conclusion.

313.3.5 - Question Handling
Respond to questions after a professionally related oral presentation with further information at an adequate level of detail or with appropriate additional arguments.

313.3.6 - Professional Presentations
Adjust style, tone, length and level of detail presented in an oral presentation to suit the needs and experiences of a particular professional audience.

313.3.7 - Interpretation of Graphics
Interpret the trends and main points conveyed by standard graphical representations of data such as flowcharts, organization charts, pie charts, data tables, line and bar graphs, and X/Y charts.

313.3.8 - Use of Graphics
Create and present to an audience professional graphical representations of data such as flowcharts, organization charts, pie charts, data tables, line and bar graphs, and X/Y charts.

**Workplace and Communication Objectives**

When you have completed this subject, you should be able to
define work and explain the meaning of work,
explain why people work and describe the basic philosophy associated with work,
differentiate between work and play,
describe employer theories of the meaning of work,
list and describe the elements of the physical work environment,
explain how elements of the mental work environment affect workers,
compare individual and organizational needs,
diagram and explain the basic communication model,
list and explain the five message channels,
describe the role words play in communicating,
describe six functions of nonverbal communication,
differentiate between formal and informal communications, and
define and explain the role of upward, downward, and horizontal communications.

Being a good leader starts with an understanding of the workplace and its environment.

- Why do people work?
- What is work?
- What are the individuals' needs and organizational needs?
- How do those needs differ or intersect?

This topic will also provide an overview of communication-a subject you will delve into deeply in later on in this course of study. As you work through this topic's material, reflect on the following:

- How do you define work?
- How do you think your definition differs from your employer's (or someone you have worked for in the past)?
- Be conscious of the communication channels you use and how you use non-verbal cues. What did you notice?

Your study of communication and the workplace includes resources from your textbook, SkillSoft, and the Leadership and Professionalism Message Board. Be sure to utilize each of these resources, as they provide a broad range of viewpoints on the topics you will need to master in order to pass the objective assessment.

**Today's Workplace**

Read the following in the *Human Side of Organizations* text:

- chapter 1 ("Work and Its Place")

Turn to the end of the chapter and answer the "Checking for Understanding" questions in your journal.

- Check your answers in the textbook.
- If you do not know an answer, go back to that section in the textbook and review.
Access the publisher's website to take the following quizzes associated with chapter 1 ("Work and Its Place"):

- Chapter 1: Multiple Choice
- Chapter 1: True/False
- Chapter 1: Fill-in-the-Blanks

If you do not know an answer or if you get an answer incorrect, go back to that section of the textbook.

**Communication Overview**

Read the following in the *Human Side of Organizations* text:

- chapter 3 ("Primary Communications")

Turn to the end of the chapter and answer the "Checking for Understanding" questions in your journal.

- Check your answers in the textbook.
- If you do not know an answer, go back to that section in the textbook and review.

Access the publisher's website to take the following quizzes associated with chapter 3, ("Primary Communications"):

- Chapter 3: Multiple Choice
- Chapter 3: True/False
- Chapter 3: Fill-in-the-Blanks

If you do not know an answer or if you get an answer incorrect, go back to that section of the textbook.

**Review of Communication: SkillSoft Modules**

Complete the following SkillSoft modules.

- comm_02_a01_bs_enus: Interpersonal Communications
- comm_02_a02_bs_enus: The Mechanics of Communicating Effectively
- lead_01_a05_bs_enus: Communication and Leadership

Try to score at least 80% on all lesson posttests.

**Communication Website and Reflection**

Visit the following web page on the MindTools website for further information about communication in the workplace:

- "Communicating in Your Organization"
After reviewing this website, you should be able to answer the following in your journal:

- How can clothing, eye contact, and posture make a difference in the message you send? Be specific.

**Study Tip: Mastering Concepts**

Review the following in the *Human Side of Organizations* text:

- chapter 1 ("Work and Its Place")
- chapter 3 ("Primary Communications")

Focus on important terminology.

To learn information, you need to do more than just read about it in a textbook. You need to transform the thoughts and ideas into language that makes sense for you. You need to assimilate the information or make it your own.

Go to the following web page on the Study Stack website and review the online flashcards:

- "LPO1 Terminology"

These flashcards are for this entire course of study. How many do you already know? Keep the site bookmarked. You will refer back to it at the end of every section.

It is important that you understand the elements of theory and concept and can apply those to practical situations.

- As a review tool, go back and review your "Checking for Understanding" answers for chapters 1 and 3 of the *Human Side of Organizations* text.
- Also look at the "Applications" cases found at the ends of chapters 1 and 3 of the *Human Side of Organizations* text. Apply your knowledge by going through the case questions and answering them in your study journal.
- If you have difficulty with any of the questions, go to the Leadership and Professionalism Message Board and post a question to get input from your peers.

Answer the study questions in the "LPO1 Study Questions" document for chapters 1 and 3 of *Human Side of Organizations*.

- Fill in the answers on this document and save it with your journal for a final review before the test.

**Improving Communication and Managing Conflict Objectives**

When you have completed these activities, you should be able to

- identify, describe, and give examples of the 14 barriers to communication;
- explain the importance of listening and identify methods to improve listening;
- describe methods to break down communication barriers;
- describe methods to improve communication;
- identify positive and negative conflicts; and
- identify eight methods for managing conflict.

Conflict is a natural occurrence in the workplace. If managed well, conflict can be a healthy element of team growth. Conflict dealt with in healthy ways uncovers issues that need to be addressed so that the organization can move forward.

One way to manage conflict in the workplace is to improve communication, especially listening skills.

As you work through this material, reflect on the following questions:

- What conflict management tools and techniques are especially effective in your organization (or an organization you know well)?
- Why are they effective?

**Improving Communication**

Read the following in the *Human Side of Organizations* text:

- chapter 4 ("Improving Communications and Managing Conflict in the Workplace")

Turn to the end of the chapter and answer the "Checking for Understanding" questions in your journal.

- Check your answers in the textbook.
- If you do not know an answer, go back to that section in the textbook and review.

Access the publisher's website to take the following quizzes associated with chapter 4 ("Improving Communications and Managing Conflict in the Workplace"):

- [Chapter 4: Multiple Choice](#)
- [Chapter 4: True/False](#)
- [Chapter 4: Fill-in-the-Blanks](#)

If you do not know an answer or if you get an answer incorrect, go back to that section of the textbook.

**Review of Managing Conflict: SkillSoft Modules**

Complete the following SkillSoft modules.

- comm_07_a01_bs_enus: Perspectives on Conflict in the Workplace
- comm_07_a02_bs_enus: Handling Conflict
- comm_07_a03_bs_enus: Managing Organizational Conflict
Try to score at least 80% on all lesson posttests.
Conflict Resolution Website and Reflection

Visit the following web page on the MindTools website for further information about resolving conflict:

- "Conflict Resolution"

After reviewing this website, you should be able to respond to the following in your journal:

- Define the Thomas/Killman Conflict styles.
- Which of these conflict styles are present in your workplace?
- Name one approach you can take to work with each of these styles.

Study Tip: Mastering Concepts

Review the following in the *Human Side of Organizations* text:

- chapter 4 ("Improving Communications and Managing Conflict in the Workplace")

Focus on important terminology.

To learn information, you need to do more than just read about it in a textbook. You need to transform the thoughts and ideas into language that makes sense for you. You need to assimilate the information or make it your own.

Go to the following web page on the Study Stack website and review the online flashcards for this course of study:

- "LPO1 Terminology"

It is important that you understand the elements of theory and concept and can apply those to practical situations.

- As a review tool, go back and review your "Checking for Understanding" answers.
- Also look at the "Applications" cases found at the end of chapter 4 and apply your knowledge by going through the case questions (answer them in your journal.).
- If you have difficulty with any of the questions, go to the Leadership and Professionalism Message Board and post a question to get input from your peers.

Answer the study questions in the "LPO1 Study Questions" document for chapter 4 of Human Side of Organizations.

- Fill in the answers on this document and save them with your journal for final review for the assessment.

Books24x7: Communication and Conflict

For additional information on improving communication and resolving conflict, log in to SkillSoft.
Use a key word search to search for books in Books24x7. Suggested keywords include:

- "conflict management"
- "listening"

**Communication Strategies Objectives**

When you have completed these activities, you should be able to

- create a communication strategy,
- analyze your audience,
- choose the right channel to deliver your message,
- prepare a presentation,
- respond appropriately to questions,
- determine how communication might change when managing staff, and
- identify ways to remove barriers between communication stages.

At this point in this course of study, you will begin to delve into the mechanics of effective communication: choosing the right channel for your message, the importance of communication, and communicating as a manager.

Reflect on the following questions as you move through the material:

- If you were coaching your manager (or someone you have worked for in the past) about communication skills, what feedback you give and why?
- Evaluate your own communication skills. What could you do better?
- Why did you choose those elements? Be specific.

Your study of the communication strategies includes resources from your textbook, SkillSoft, and the Leadership and Professionalism Message Board. Be sure to utilize each of these resources, as they provide a broad range of viewpoints on the topics you will need to master in order to pass the objective assessment.

**Communication Strategy**

Read the following in the *Guide to Managerial Communication* text:

- chapter 1 ("Communication Strategy")

Answer the discussion questions below in your journal.

- Check your answers in the textbook.
- If you do not know an answer, go back to that section in the textbook and review.

**Discussion Questions**

- Define the following communication styles: tell, sell, consult, and join.
- Which should you use and when?
Connecting Terms
When learning terms, it is often helpful to connect the term to the concept.

- Prepare a set of flashcards for the key terms in chapter 1 of *Guide to Managerial Communication*, one for each term.
- Identify the term, its definition, and write a short statement of how that term relates to communication strategies.
- Make sure to put the term in its context rather than just memorizing it. Think of some organizations you know. How do these terms relate to the type of communication strategies you have seen?

Communication Website and Reflection

Visit the following page on the Work 911 website for further information about resolving conflict:

- "Improving Communication -- Tips For Managers"

After reviewing this website, you should be able to answer the following in your journal:

- How do the communication styles and skills change when you are managing staff?

Visit the following page on the MindTools website for further information about resolving conflict:

- "Communication Skills - Start Here!"

After reviewing this website, you should be able to answer the following in your journal:

- What are some of the strategies you can use to remove barriers between the various stages of communicating a message?

Communication Strategy: SkillSoft Modules

Complete the following SkillSoft modules:

- COMM002A: Business Interpersonal Communications Skills Simulation
- Comm_03_a02_bs_enus: Listening to Comprehend

Try to score at least 80% on all lesson posttests.

Speaking and Presentation Skills Objectives
When you have completed these activities, you should be able to

- prepare for a meeting,
- encourage participation during a meeting,
- manage decision making and follow-up,
- design a presentation, and
- design visual aids.
Being able to speak effectively is key for any leader. However, it is not only speaking effectively that is important, but also being able to tailor your message to the audience and the situation.

Additionally, making effective presentations requires some skill. This topic will focus on the speaking and presenting elements of communication.

Reflect on the following questions as you move through the material:

- Focus on the communication of one person this week: How does that person's style change in different situations or with different audiences?
- What are some of the techniques you have seen used in presentations that made the main message shine through easily?

Your study of the speaking and presentation skills includes resources from your textbook, SkillSoft, and the Leadership and Professionalism Message Board. Be sure to utilize each of these resources, as they provide a broad range of viewpoints on the topics you will need to master in order to pass the objective assessment.

**Speaking**

Read the following in the *Guide to Managerial Communication* text:

- chapter 5 ("Speaking: Verbal Structure")

Answer the discussion questions below in your journal.

- Check your answers in the textbook.
- If you do not know an answer, go back to that section in the textbook and review.

**Discussion Questions**

- What can a speaker do to make the opening of his/her presentation most effective?
- Name a course of action you can take when you do not know an answer to a question asked during your presentation.

**Connecting Terms**

When learning terms, it is often helpful to connect the term to the concept.

Prepare a set of flashcards for the key terms in chapter 5, one for each term.

- Identify the term, its definition, and write a short statement of how that term relates to communication strategies.
- Make sure to put the term in its context rather than just memorizing it. Think of some organizations you know. How do these terms relate to the type of presentations you have seen?

**Visual Aids**
Read the following in the *Guide to Managerial Communication* text:

- chapter 6 ("Speaking: Visual")

Answer the discussion questions below in your journal.

- Check your answers in the textbook.
- If you do not know an answer, go back to that section in the textbook and review.

**Discussion Questions**

- What are the key points to remember when working with visual aids? (Discuss slides, charts, bullets, and flow.)

**Connecting Terms**

When learning terms, it is often helpful to connect the term to the concept.

Prepare a set of flashcards for the key terms in chapter 6, one for each term.

- Identify the term, its definition, and write a short statement of how that term relates to communication strategies.
- Make sure to put the term in its context rather than just memorizing it. Think of some organizations you know: How do these terms relate to the type of presentations you have seen.

**Presentation Skills: SkillSoft Modules**

Complete the following *SkillSoft* modules:

- Comm_05_a01_bs_enus: Presenting Successfully
- Comm_05_a02_bs_enus: Delivering the Message
- Comm_05_a03_bs_enus: Available Presentation Resources

Try to score at least 80% on all lesson posttests.

**Study Tip: Mastering Concepts**

Review the following in the *Guide to Managerial Communication* text:

- chapter 1 ("Communication Strategy")
- chapter 5 ("Speaking: Verbal Structure")
- chapter 6 ("Speaking: Visual")

Focus on important terminology.

To learn information, you need to do more than just read about it in a textbook. You need to transform the thoughts and ideas into language that makes sense for you. You need to assimilate the information or make it your own.
Go back and review the flashcards you prepared for chapters 1, 5, and 6. Have someone quiz you.

Answer the study questions in the "LPO1 Study Questions" document for this for chapters 1, 5, and 6 in Guide to Managerial Communication.

- Fill in the answers on this document and save them with your journal for final review for the assessment.

Books24x7: Presentation

For additional information on presentation, log in to SkillSoft and use a key word search to search for books in Books24x7. Some suggested keywords include:

- "presentation skills"
- "speaking"
- "communication skills"
- "public speaking"
- "listening"

Nonverbal Communication Skills Objectives

When you have completed these activities you will be able to

- align your body language to your message,
- use vocal qualities effectively,
- practice relation techniques,
- identify important elements of effective listening, and
- differentiate between poor listening and good listening.

You will now turn your attention from oral communication to nonverbal communication.

Although the words you say are important, oftentimes your body language and tone of voice convey the message being sent. Aligning your body language and the message is an important element to ensuring that what you intend to convey is what is heard by the receiver.

Reflect on the following questions as you move through the material:

- The next time you are talking with someone, be conscious of the body language you use. Is it aligned directly to your message?
- What could you do to improve that alignment?

Your study of nonverbal communication skills includes resources from your textbook, SkillSoft, and the Leadership and Professionalism Message Board. Be sure to utilize each of these resources, as they provide a broad range of viewpoints on the topics you will need to master in order to pass the objective assessment.

Nonverbal skills
Read the following in the *Guide to Managerial Communication* text:

- chapter 7 ("Speaking: Nonverbal skills")

Answer the discussion questions below in your journal.

- Check your answers in the textbook.
- If you do not know an answer, go back to that section in the textbook and review.

**Discussion Questions**

- Discuss the important body language elements to keep in mind when giving a presentation.
- What are some ways you can help yourself relax when giving a presentation?

**Connecting Terms**

When learning terms, it is often helpful to connect the term to the concept.

Prepare a set of flashcards for the key terms in chapter 7, one for each term.

- Identify the term, its definition, and write a short statement of how that term relates to communication strategies.
- Make sure to put the term in its context rather than just memorizing it. Think of some organizations you know. How do these terms relate to the type of nonverbal strategies you have seen?

**Nonverbal Communication: Website and Reflection**

Visit the following page on the Goer website for further information about nonverbal communication skills:

- "Fundamental Team and Meeting Skills"

After reviewing this web page you should be able to answer the following in your journal:

- What is meant by *reflecting a statement*?
- Why are open-ended questions important to effective listening?
- How do you reflect what someone is saying, without seeming judgmental?

**Written Communication Skills Objectives**

When you have completed these activities, you will be able to

- gather information and organize your thoughts,
- focus your written message,
- draft and edit your document,
- overcome writer's block, and
- identify the unique requirements of writing e-mails.
Because body language and tone of voice are so important to communication, it is much more difficult to get your message across in writing. Your writing has to convey a message without the support of the nonverbal cues you use in oral communication.

Although difficult, the skill of written communication is an important element to most workplaces. Doing it well not only gets your message across, but also establishes your credibility as a professional.

This section will delve specifically into written communication skills.

Reflect on the following questions as you move through the material:

- Look at some of the last e-mails you wrote at work. Were you putting your best foot forward professionally?
- In what ways could you have improved the writing?
- Review the writing of those you think write well in the workplace. What do they do that helps deliver their intended message?

Your study of written communication skills includes resources from your textbook, SkillSoft, and the Leadership and Professionalism Message Board. Be sure to utilize each of these resources, as they provide a broad range of viewpoints on the topics you will need to master in order to pass the objective assessment.

**Written Communication**

Read the following in the *Guide to Managerial Communication* text:

- chapter 2 ("Writing: Composing Efficiently")

Answer the discussion questions below in your journal.

- Check your answers in the textbook.
- If you do not know an answer, go back to that section in the textbook and review.

**Discussion Questions**

- Define the writing composition processes: gather, organize, focus, draft, and edit.
- It is easy to let your message go off on a tangent. What are some of the strategies to keep your message focused?

**Connecting Terms**

When learning terms, it is often helpful to connect the term to the concept.

Prepare a set of flashcards for the key terms in chapter 2, one for each term.

- Identify the term, its definition, and write a short statement of how that term relates to communication strategies.
• Make sure to put the term in its context rather than just memorizing it. Think of some organizations you know. How do these terms relate to the type of nonverbal strategies you have seen?

**Written Communication Skills: SkillSoft Modules**

Complete the following **SkillSoft** modules:

- COMM0011: Writing with Intention
- COMM0016: Getting the Most from Business Documents

Try to score at least 80% on all lesson posttests.

**Study Tip: Mastering Concepts**

Review the following in the *Guide to Managerial Communication* text:

- chapter 2 ("Writing: Composing Efficiently")
- chapter 7 ("Speaking: Nonverbal skills")

Focus on important terminology.

To learn information, you need to do more than just read about it in a textbook. You need to transform the thoughts and ideas into language that makes sense for you. You need to assimilate the information or make it your own.

Go back to the flashcards you prepared for chapters 2 and 7 and review them. Continue to review these flash cards throughout your preparation for this exam. Have someone quiz you.

Answer the study questions in the "LPO1 Study Questions" document for chapters 2 and 7 of *Guide to Managerial Communication*.

- Fill in the answers on this document and save them with your journal for final review for the test.

**Books24x7: Nonverbal Communication**

For additional information on nonverbal communication, log in to SkillSoft and use a key word search to search for books in **Books24x7**. Some suggested keywords include:

- "listening"
- "writing"
- "written communication"
- "nonverbal communication"
- "body language"

**Teamwork**

More and more often work is accomplished by teams and informal groups rather than by
individuals.

Working on a team can be rewarding and provide a true sense of camaraderie. Teamwork can also have its challenges, requiring some specific actions to ensure the team is working toward the same goals and each member is pulling his or her weight.

In the words of Irving Janis, "Groups, like individuals, have their shortcomings. Groups can bring out the worst as well as the best in people" (Drafke, 2006, p. 210).

Self-management is also important in the team environment. When you can manage your time, emotions, and handle the organizational politics well, you can offer your best to the team and its goals.

Competencies covered by this subject

313.4.1 - Team Concepts
Identify and discuss appropriate uses for a team including the advantages of individual versus team job design and the advantages of self-managed teams, team supervision, and individual/team rewards for performance.

313.4.2 - Team Action Plan
Formulate and explain a team action plan that addresses barriers, team characteristics and roles, team stages, consensus formulation, and communication with external audiences.

313.4.3 - Topic Selection
Identify and apply team facilitation skills including brokering with external audiences, directing, coordinating, and preventing groupthink.

313.4.4 - Team Participation
Identify and apply team participation skills including professional behavior, constructive role playing, commitment to team purpose, and team celebration.

313.4.5 - Client vs. Team Needs and Expectations
Compare and contrast the needs and expectations of the external client to that of the team, including clarity of team goals, responsibility, authority, and resources.

**Teamwork and Small Groups Objectives**

When you have completed these activities, you should be able to

- describe the purpose and nature of formal and informal groups,
- describe group member characteristics,
- list and describe factors affecting group attractiveness and cohesion,
- explain how informal groups utilize the grapevine,
- summarize the advantages and disadvantages of group decision making,
- describe methods for conducting effective meetings,
- list, describe, and differentiate between two group formation models,
- list and describe methods for maximizing team efforts, and
- discuss inhibitors and enablers to the team process.

In this section, you will focus on the teamwork aspect of this subject: team formation, roles, cohesion, and processes. Reflect on the following as you go through this material:
Think about your best team experience. What made that experience so good? Be specific.

Compare your best and worst team experiences. Why were there differences? Be specific.

Your study of small groups and teamwork includes resources from your textbook, SkillSoft, and the Leadership and Professionalism Message Board. Be sure to utilize each of these resources, as they provide a broad range of viewpoints on the topics you will need to master in order to pass the objective assessment.

**Small Groups**

Read the following in the *Human Side of Organizations* text:

- chapter 8 ("Small Groups and the Informal Organization")

Turn to the end of the chapter and answer the "Checking for Understanding" questions in your journal.

- Check your answers in the textbook.
- If you do not know an answer, go back to that section in the textbook and review.

Log in to the publisher's website to take the following quizzes associated with chapter 8 ("Small Groups and the Informal Organization"):

- [Chapter 8: Multiple Choice](#)
- [Chapter 8: True/False](#)
- [Chapter 8: Fill-in-the-Blanks](#)

If you do not know an answer or if you get an answer incorrect, go back to that section of the textbook.

**Review of Teamwork: SkillSoft Modules**

Complete the following SkillSoft modules:

- TEAM0171: Effective Team-building Strategies
- TEAM0172: Effectively Communicating in Teams
- TEAM0173: The Individual's Role in a Team

Try to score at least 80% on all lesson posttests.

**Teamwork: Website and Reflection**

Visit the following web page on the Free Management Library website for further information about team formation:

- ["Team Building"](#)
After reviewing this website you should be able to answer the following in your journal:

- Discuss the team formation processes of forming, storming, norming, and performing (Tuckman model).

**Self-Management Objectives**

When you have completed these activities, you should be able to

- explain why a certain degree of conformity among organizational members is desirable,
- define the general types of individuals you may have to adjust to and explain how to deal with each,
- evaluate the three general areas in which many employers have the "right to know,"
- describe sound concepts for disciplining employees,
- describe the nature and purpose of organizational politics,
- define influence strategies and ways to influence others,
- list, define, and explain the concepts and components of self-management, and
- list, define, and explain time management techniques.

Self-management is key to professional conduct—the ability to manage your time, emotions, and cooperate and get along with others in the workplace.

This topic will give you an overview of self-management. Reflect on the following as you go through this material:

- What is the right balance between individuality and conformity?
- Think of a person you think "has it together" at work. What characteristics and behaviors are giving you that impression?

Your study of self-management includes resources from your textbook. Be sure to review it carefully, as it provides a broad range of viewpoints on the topics you will need to master in order to pass the objective assessment.

**Self-Management**

Read the following in the *Human Side of Organizations* text:

- chapter 9 ("Individuals and Self-Management")

Turn to the end of the chapter and answer the "Checking for Understanding" questions in your journal.

- Check your answers in the textbook.
- If you do not know an answer, go back to that section in the textbook and review.

Access the publisher's website to take the following quizzes associated with chapter 9 ("Individuals and Self-Management"): 
Motivation Objectives

When you have completed these activities, you will be able to

- explain the importance of understanding the concepts of needs and motivation;
- describe a basic model of motivation and the four common learned needs;
- differentiate among the motivational theories of Maslow, Alderfer, and Herzberg;
- describe expectancy, equity, and intrinsic/extrinsic theories;
- describe how time, importance, and money affect motivation;
- list and describe the principles and factors that influence morale;
- recognize the major warning signs of poor morale and describe the various methods for measuring and evaluating morale;
- list and describe the 14 factors that can impact and improve the quality of work life; and
- list and explain the work trends, work/social environments, internal, external, and individual factors affecting job satisfaction and work life.

Each person in the workplace is there for a reason. Something motivates each person to be there and perform at a certain level. Understanding what motivates others is important a manager’s success.

This topic will give you an overview of motivation and job satisfaction.

Reflect on the following as you go through this material.

- What motivates you on the job?
- How do your motivations differ from the person in the next workstation?
- Think about the morale at your workplace or a firm you know well. What influences that morale?

Your study of motivation and job satisfaction includes resources from your textbook, SkillSoft, and the Leadership and Professionalism Message Board. Be sure to utilize each of these resources, as they provide a broad range of viewpoints on the topics you will need to master in order to pass the objective assessment.

Motivation

Read the following in the *Human Side of Organizations* text:

- chapter 10 ("Motivating and Morale")

Turn to the end of the chapter and answer the "Checking for Understanding" questions in your
Check your answers in the textbook.
If you do not know an answer, go back to that section in the textbook and review.

Access the publisher's website to take the following quizzes associated with chapter 10 ("Motivating and Morale"):

- Chapter 10: Multiple Choice
- Chapter 10: True/False
- Chapter 10: Fill-in-the-Blanks

If you do not know an answer or if you get an answer incorrect, go back to that section of the textbook.

**Job Satisfaction**

Read the following in the *Human Side of Organizations* text:

- chapter 11 ("Job Satisfaction and the Quality of Work Life")

Turn to the end of the chapter and answer the "Checking for Understanding" questions in your journal.

- Check your answers in the textbook.
- If you do not know an answer, go back to that section in the textbook and review.

Access the publisher's website to take the following quizzes associated with chapter 11 ("Job Satisfaction and the Quality of Work Life"):

- Chapter 11: Multiple Choice
- Chapter 11: True/False
- Chapter 11: Fill-in-the-Blanks

If you do not know an answer or if you get an answer incorrect, go back to that section of the textbook.

**Study Tip: Mastering Concepts**

Review the following in the *Human Side of Organizations* text:

- chapter 8 ("Small Groups and the Informal Organization")
- chapter 9 ("Individuals and Self-Management")
- chapter 10 ("Motivating and Morale")
- chapter 11 ("Job Satisfaction and the Quality of Work Life")

Focus on important terminology.
To learn information, you need to do more than just read about it in a textbook. You need to transform the thoughts and ideas into language that makes sense for you. You need to assimilate the information or make it your own.

Go to the following web page on the Study Stack website and review the online flashcards:

- "LPO1 Terminology"

It is important that you understand the elements of theory and concept and can apply them to practical situations.

- As a review tool, go back and review your "Checking for Understanding" answers.
- Also look at the "Applications" cases found at the ends of chapters 8, 9, 10, and 11 and apply your knowledge by going through the case questions (answer them in your journal).
- If you have difficulty with any of the questions, go to the Leadership and Professionalism Message Board and post a question to get input from your peers.

Answer the study questions in the "LPO1 Study Questions" document for chapters, 8, 9, 10, 11 of *Human Side of Organizations*.

- Fill in the answers on this document and save them with your journal for final review for the test.

**Books24x7: Teamwork**

For additional information on teamwork, self-management, and motivation, log in to SkillSoft and use a key word search to search for books in *Books24x7*. Some suggested keywords include:

- "motivation"
- "morale"
- "job satisfaction"
- "time management"
- "workplace conduct"
- "teamwork"
- "teams"

**Leadership**

Organizational leadership focuses on building leadership skills that are applicable across industries and specific disciplines.

This section will focus on the strategic relationship between leadership theories and practices and organizational goals.

The activities in this subject will introduce you to the concepts associated with leadership in today's workplace.
Competencies covered by this subject
313.2.1 - Leadership Behaviors
Identify and apply leadership behaviors including providing direction and enlisting others in a shared vision; searching out challenging opportunities for change, growth, and improvement; fostering collaboration and building effective teams; and coaching, mentoring, counseling, and facilitating professional development.

313.2.2 - Upper-Division Leadership
Identify their own leadership strengths and weaknesses and develop an action plan for continued leadership development

313.2.3 - Leadership Issues
Describe the relationship between effective leadership, risk profiles, and ambiguous situations in the context of various organizations.

313.2.4 - Leadership Strategies
Compare and contrast persuasion, influence, and manipulation strategies available to leaders and managers.

313.2.5 - Fostering Values
Identify and apply conditions that foster creativity, courage, compassion, diversity, innovation, a healthy work environment, stakeholder trust and risk taking.

313.2.6 - Dedication
Exhibit dedication for the end result and model behavior that facilitates the desired outcome.

313.2.7 - Vision
Explain the importance of vision, mission, goals, and core values; how leaders can actively involve followers in their discovery/development; and their role in obtaining continual success/improvements.

313.2.8 - Effective Leadership
Identify and apply effective leadership including the function of the leader's behavior, characteristics of the followers, aspects of the environment, and criteria of organizational effectiveness.

**Leadership Objectives**
When you have completed these activities, you should be able to

- define leadership and list the traits and behaviors of leaders;
- differentiate among authority, responsibility, and accountability;
- explain where power comes from;
- differentiate between leadership and management and list the skills of each;
- compare the major styles of leadership;
- describe the Vroom-Yetton continuum of manager-subordinate involvement;
- list methods for building trust;
- summarize four ways in which managers can improve their leadership skills;
- define stress and stressors as well as differentiate between eustress and distress, and mental and physical stress;
- list and explain the reactions to work-related distress;
- diagram and explain the three stages of stress; and
- identify recommendations for general stress-management.

Good leadership is a combination of many different traits and behaviors, as well as being able
to develop trust in the workplace. Many different leadership styles and theories exist.

This topic will introduce you to those traits and behaviors as well as elements of the workplace that can be stressful.

As you work through this material, think about the best leaders you have worked with in the past and reflect on the following question:

- In what ways did those leaders inspire you to your best performance?

Your study of leadership includes resources from your textbook and SkillSoft. Be sure to utilize each of these resources, as they provide a broad range of viewpoints on the topics you will need to master in order to pass the objective assessment.

**Leadership**

Read the following in the *Human Side of Organizations* text:

- chapter 13 ("Leadership")

Turn to the end of the chapter and answer the "Checking for Understanding" questions in your journal.

- Check your answers in the textbook.
- If you do not know an answer, go back to that section in the textbook and review.

Access the publisher's website to take the following quizzes associated with chapter 13 ("Leadership"):

- [Chapter 13: Multiple Choice](#)
- [Chapter 13: True/False](#)
- [Chapter 13: Fill-in-the-Blanks](#)

If you do not know an answer or if you get an answer incorrect, go back to that section of the textbook.

**Stress**

Read the following in the *Human Side of Organizations* text:

- chapter 14 ("Stress")

Turn to the end of the chapter and answer the "Checking for Understanding" questions in your journal.

- Check your answers in the textbook.
- If you do not know an answer, go back to that section in the textbook and review.
Access the publisher's website to take the following quizzes associated with chapter 14 ("Stress"):

- **Chapter 14: Multiple Choice**
- **Chapter 14: True/False**
- **Chapter 14: Fill-in-the-Blanks**

If you do not know an answer or if you get an answer incorrect, go back to that section of the textbook.

**Leadership: SkillSoft Modules**

Complete the following SkillSoft modules:

- MGMT0124: Leadership Development for Technical Professionals
- LEAD0123: Energizing and Empowering Employees
- LEAD0125: Leading Change From the Front Line
- LEAD 0122: Organizational Culture and Leadership

Try to score at least 80% on all lesson posttests.

**Leadership Articles**

Further develop your understanding of leadership theory by reading the following articles from respected leadership experts and by answering the following discussion questions in your journal.

- "Managing Knowledge Means Managing Oneself" by Peter F. Drucker
- "The Art of Chaordic Leadership" by Dee Hock
- "Barriers to Leadership" by Frances Hesselbein

After reading these articles you should be able to answer the following discussion questions in your journal:

- What is Drucker's main point about knowing yourself?
- What is the difference between induced and compelled behavior?
- Discuss three self-imposed barriers to leadership and three organizational-imposed barriers to leadership.

**Delphi Technique: Website and Reflection**

Visit the following article on Wikipedia for further information about the Delphi Technique:

- Delphi Method

After reviewing this website, you should be able to answer the following in your journal:

- Define the Delphi method and discuss how it is used.

**Study Tip: Mastering Concepts**
Review the following in the *Human Side of Organizations* text:

- chapter 13 ("Leadership")
- chapter 14 ("Stress")

Focus on important terminology.

To learn information, you need to do more than just read about it in a textbook. You need to transform the thoughts and ideas into language that makes sense for you. You need to assimilate the information or make it your own.

Go to the following web page on the Study Stack website and review the online flashcards:

- "LPO1 Terminology"

It is important that you understand the elements of theory and concept and can apply those to practical situations.

- As a review tool, go back and review your "Checking for Understanding" answers.
- Also look at the "Applications" cases found at the ends of chapters 13 and 14 and apply your knowledge by going through the case questions (answer them in your journal).
- If you have difficulty with any of the questions, go to the Leadership and Professionalism Message Board and post a question to get input from your peers.

Answer the study questions in the "LPO1 Study Questions" document for chapters 13 and 14 of *Human Side of Organizations*.

- Fill in the answers on this document and save them with your journal for final review for the assessment.

**Books24x7: Leadership**

For additional information on leadership, log in to SkillSoft and use a key word search to search for books in *Books24x7*. Some suggested keywords:

- "leadership"
- "management"
- "stress"
- "trust"

**Professionalism**

Professionalism is a broad term, and you could argue that everything discussed so far falls under the umbrella of professionalism in the workplace and you would be correct.

This section will expand your thoughts to focus on professional ethics and managing others in a professional, ethical, and effective manner.
Because it is people who perform the work of an organization, the majority of a manager's job focuses directly on managing individuals and relationships (e.g., hiring, training, motivating, and evaluating) in an ethical manner. It is important to understand these dimensions to be successful as a manager.

Competencies covered by this subject

313.1.1 - Upper-Division Professionalism
Formulate, apply and explain their own professional ethics, considering the fundamentals of ethical behavior and including relevant professional ethical standards.

313.1.10 - Upper-Division Professionalism (10)
Demonstrate respect for and acceptance of diverse groups and comply with appropriate legal requirements.

313.1.11 - Upper-Division Professionalism (11)
Objectively consider and respond to others' feedback and evaluation.

313.1.2 - Upper-Division Professionalism (2)
Compare and contrast social responsibility, ethics, and integrity.

313.1.3 - Upper-Division Professionalism (3)
Identify and explain their own and others' strengths and weaknesses in relation to organizational effectiveness and efficiency.

313.1.4 - Upper-Division Professionalism (4)
Demonstrate an understanding of self-management skills including time and stress management, and interpersonal professional relationships and conduct.

313.1.5 - Upper-Division Professionalism (5)
Describe and differentiate their own responsibilities to various stakeholders.

313.1.6 - Upper-Division Professionalism (6)
Formulate a personal professional development action plan.

313.1.7 - Upper-Division Professionalism (7)
Identify and apply appropriate strategies for networking and collaborating with others.

313.1.8 - Upper-Division Professionalism (8)
Articulate potential conflicts of their own ethics with those of the organization and how those ethical conflicts might be resolved with integrity.

313.1.9 - Upper-Division Professionalism (9)
Demonstrate appropriate and inappropriate resource use in the workplace (e.g., time, physical, and intellectual property, and personnel).

**Management Objectives**

When you have completed these activities, you should be able to

- describe management's role in an organization,
- list and define four functions of management,
- list and define the four resources of management,
- describe the managerial working environment,
- list and describe the types of decisions managers make,
- define management principles and describe their effect on the working environment,
- list and describe the characteristics of classical management,
- list and describe the characteristics of behavioral management,
- explain the management continuum,
• differentiate between good management and poor management,
• describe the worker's role in an organization,
• list and describe the steps in the total quality management process, and
• describe strategies for coping with being managed.

Regardless of how the business environment changes, organizations will always need effective managers to ensure they meet strategic objectives. The managers' functions of planning, organizing, leading, and controlling are fundamental for an organization to run smoothly and innovate for the future.

You have probably worked for good managers and poor managers. But do you know what differentiated the two?

Reflect on this question as you work through the material:

• What, specifically, makes a good manager?

Your study of management includes resources from your textbook, SkillSoft, and the Leadership and Professionalism Message Board. Be sure to utilize each of these resources, as they provide a broad range of viewpoints on the topics you will need to master in order to pass the objective assessment.

Understanding Management

Read the following in the Human Side of Organizations text:

• chapter 7 ("Understanding Management")

Turn to the end of the chapter and answer the "Checking for Understanding" questions in your journal.

• Check your answers in the textbook.
• If you do not know an answer, go back to that section in the textbook and review.

Access the publisher's website to take the following quizzes associated with chapter 7 ("Understanding Management"):

• Chapter 7: Multiple Choice
• Chapter 7: True/False
• Chapter 7: Fill-in-the-Blanks

If you do not know an answer or if you get an answer incorrect, go back to that section of the textbook.

Review of Management: SkillSoft Modules

Complete the following SkillSoft modules:
MGMT0122: Communication Skills for Successful Management

Try to score at least 80% on all lesson posttests.

Management Style: Website and Reflection

Read the following document for further information about management styles:

- "Agribusiness Management: Understanding Management Styles"

After reviewing this document, you should be able to answer the following in your journal:

- Define the seven styles on the management continuum.

Managing Performance Objectives

When you have completed these activities, you should be able to

- explain what comprises a job,
- differentiate employment at will from job contracts,
- list and describe several job trends,
- describe a job analysis,
- differentiate and appraise job descriptions and job specifications,
- list and describe the principle types of interviewing styles,
- summarize the suggestions for conducting and participating in interviews,
- appraise performance appraisals,
- describe and identify appraisal threats, and
- describe and create appraisal responses.

Now that you have an overview of management, you will learn about some of the particulars. Job design, hiring, and evaluating work are essential to the smooth function of any workplace.

As you work through this material, reflect on the following questions:

- In what way does the design of the job help or hinder a person's success within that job?
- What should an employee expect to get out of an effective performance appraisal?

Your study of managing performance includes resources from your textbook, SkillSoft, and the Leadership and Professionalism Message Board. Be sure to utilize each of these resources, as they provide a broad range of viewpoints on the topics you will need to master in order to pass the objective assessment.

Job Design and Appraisal

Read the following in the Human Side of Organizations text:

- chapter 5 ("Jobs, from Design to Appraisal")

Turn to the end of the chapter and answer the "Checking for Understanding" questions in your
• Check your answers in the textbook.
• If you do not know an answer, go back to that section in the textbook and review.

Access the publisher's website to take the following quizzes associated with chapter 5 ("Jobs, from Design to Appraisal"):

• Chapter 5: Multiple Choice
• Chapter 5: True/False
• Chapter 5: Fill-in-the-Blanks

If you do not know an answer or if you get an answer incorrect, go back to that section of the textbook.

Review of Managing Performance: SkillSoft Modules

Complete the following SkillSoft modules:

• Mgmt_05_a01_bs_enus: Problem Performance Prevention

Try to score at least 80% on all lesson posttests.

Job Design: Website and Reflection

Visit the following web page on the ACCEL website for more information about job design and managing performance.

• "Job Design"

After reviewing this website you should be able to answer the following in your journal:

• Explain some of the changes in job design through the years and why job design has evolved in those ways.

Study Tip: Mastering Concepts

Review the following in the Human Side of Organizations text:

• chapter 5 ("Jobs, from Design to Appraisal")
• chapter 7 ("Understanding Management")

Focus on important terminology.

To learn information, you need to do more than just read about it in a textbook. You need to transform the thoughts and ideas into language that makes sense for you. You need to assimilate the information or make it your own.

Go to the following web page on the Study Stack website and review the online flashcards:
"LPO1 Terminology"

It is important that you understand the elements of theory and concept and can apply those to practical situations.

- As a review tool, go back and review your "Checking for Understanding" answers.
- Also look at the "Applications" cases found at the ends of chapters 5 and 7 and apply your knowledge by going through the case questions (answer them in your journal).
- If you have difficulty with any of the questions, go to the Leadership and Professionalism Message Board and post a question to get input from your peers.

Answer the study questions in the "LPO1 Study Questions" document for chapters 5 and 7 of Human Side of Organizations.

- Fill in the answers on this document and save them with your journal for final review for the assessment.

Books24x7: Managing Performance

For additional information on managing performance, log in to SkillSoft and use a key word search to search for books in Books24x7. Some suggested keywords include:

- "management"
- "job design"
- "performance appraisal"
- "performance evaluation"

Professional Ethics and Challenges Objectives

When you have completed these activities, you will be able to

- define ethics, etiquette, and morality;
- differentiate between ethics and etiquette;
- list and explain ethical challenges to business;
- identify five ethical pressures;
- describe methods for managing ethics;
- define and differentiate philosophies toward profits;
- explain ethical concerns for business social responsibility;
- describe socially responsible program guidelines;
- describe proper etiquette for office equipment, shared work spaces, meetings' attire, business dining, business cordiality, and for coming and going;
- recognize the increased concern of organizations for global organizational behavior issues;
- explain the need to understand differences in customs among different cultures;
- list examples of differences in communications, workforces, and labor laws among other cultures and countries;
- explain the importance of multicultural issues to organizations;
- differentiate between prejudice and discrimination;
• describe and list examples of discrimination laws; and
• define and explain the various challenges faced by members of protected classes.

Just look at the news today and you will see the importance of business ethics. This is your opportunity to develop not only your understanding of this topic and the idea of social responsibility, but also your competence in applying these principles in the workplace.

Coupled with this discussion of ethics is the idea of workplace diversity and managing the many and varied relationships you might encounter.

As you work through the material, reflect on the following questions:

• What policies, customs, norms, or processes have you encountered in the workplace that encourage the ethical behavior of all employees and managers?
• What benefits and challenges come along with the increasing diversity of today’s workforce?

Ethics

Read the following in the *Human Side of Organizations* text:

• chapter 15 (“Ethics and Etiquette”)

Turn to the end of the chapter and answer the “Checking for Understanding” questions in your journal.

• Check your answers in the textbook.
• If you do not know an answer, go back to that section in the textbook and review.

Access the publisher's website to take the following quizzes associated with chapter 15 (“Ethics and Etiquette”):

• [Chapter 15: Multiple Choice](#)
• [Chapter 15: True/False](#)
• [Chapter 15: Fill-in-the-Blanks](#)

If you do not know an answer or if you get an answer incorrect, go back to that section of the textbook.

**Review of Ethics SkillSoft Modules**

Complete the following [SkillSoft](#) modules:

• pd_02_a01_bs_enus: Making Decisions Ethically
• pd_02_a02_bs_enus: Business Ethics for Managers
• pd_02_a03_bs_enus: Understanding Organizational Ethics
• pd_02_a04_bs_enus: Social Responsibility in Corporations
Try to score at least 80% on all lesson posttests.
Challenges and Opportunities

Read the following in the *Human Side of Organizations* text:

- chapter 16 ("Challenges and Opportunities")

Turn to the end of the chapter and answer the "Checking for Understanding" questions in your journal.

- Check your answers in the textbook.
- If you do not know an answer, go back to that section in the textbook and review.

Access the publisher's website to take the following quizzes associated with chapter 16 ("Challenges and Opportunities"):

- [Chapter 16: Multiple Choice](#)
- [Chapter 16: True/False](#)
- [Chapter 16: Fill-in-the-Blanks](#)

If you do not know an answer or if you get an answer incorrect, go back to that section of the textbook.

**Study Tip: Mastering Concepts**

Review the following in the *Human Side of Organizations* text:

- chapter 15 ("Ethics and Etiquette")
- chapter 16 ("Challenges and Opportunities")

Focus on important terminology.

To learn information, you need to do more than just read about it in a textbook. You need to transform the thoughts and ideas into language that makes sense for you. You need to assimilate the information or make it your own.

Go to the following web page on the Study Stack website and review the online flashcards:

- ["LPO1 Terminology"](#)

It is important that you understand the elements of theory and concept and can apply those to practical situations.

- As a review tool, go back and review your "Checking for Understanding" answers.
- Also look at the "Applications" cases found at the ends of chapters 15 and 16 and apply your knowledge by going through the case questions (answer them in your journal).
- If you have difficulty with any of the questions, go to the Leadership and Professionalism Message Board and post a question to get input from your peers.
Answer the study questions in the "LPO1 Study Questions" document for chapters 15 and 16 of Human Side of Organizations.

- Fill in the answers on this document and save them with your journal for final review for the assessment.

**Books24x7: Ethics**

For additional information on ethics, log in to SkillSoft and use a key word search to search for books in Books24x7. Some suggested keywords include:

- "ethics"
- "social responsibility"
- "diversity"

**Final Review**

Congratulations! You have completed your studies of leadership and professionalism. You have a solid understanding of teamwork and how to best develop and sustain a good team environment. You have studied communication (oral, written, nonverbal, formal presentations), and you understand the importance of being able to effectively deliver your message in the way it was intended. Your work in the leadership section helped you understand different leadership styles and challenges of leaders today. You also have a working knowledge of professionalism and business ethics, which provide a foundation for building a cooperative, ethical environment. You are now ready to take the pre-assessment for the objective exam.

**Assessments and Review**

These are the major points you should take away from this course of study.

**Communication**

Communication has many different components. On the one hand, communication is very technical and involves the use of proper writing and speaking mechanics. However, communication goes beyond this technical level. Your ability to communicate builds your credibility as a leader and a manager. Mastering effective communication can increase your ability to influence others. Most important, effective communication is the vehicle with which you ensure your intended messages are heard—often a complicated process.

**Teamwork**

More and more often work is accomplished by teams and informal groups rather than by individuals. Working on a team can be rewarding and provide a true sense of camaraderie. Teamwork can also have its challenges, requiring some specific actions to ensure the team is working toward the same goals and each member pulls his/her weight. In the words of Irving Janis, "Groups, like individuals, have their shortcomings. Groups can bring out the worst as well as the best in people" (Drafke, 2006, p. 210). Self-management is also important in the team environment. When you can manage your time, your emotions, and handle the organizational politics well, you can offer your best to the team and its goals.

**Organizational Leadership**
Organizational leadership focuses on building leadership skills that are applicable across industries and specific disciplines. It is important to understand the strategic relationship between leadership theories and practices and organizational goals.

**Professionalism**

Professionalism is a broad term, and you could argue that everything discussed so far falls under the umbrella of professionalism in the workplace and you would be correct. But you will continue to expand your thoughts and use this section to focus on professional ethics and managing others in a professional, ethical, and effective manner. Because it is people who perform the work of an organization, the majority of a manager's job focuses directly on managing individuals and relationships (e.g., hiring, training, motivating, and evaluating) in an ethical manner. It is important to understand these dimensions to be successful as a manager.

What have you learned that you will be using (or perhaps have already adopted) at your place of work? Look through your journal and make a list of five activities you will undertake in the next month, using the techniques or insights you developed as you studied for this assessment.

**LPO1 Pre-Assessment**

Now that you have completed your study of leadership and professionalism, it is time to see if you can successfully complete the pre-assessment.

Follow these directions to access your pre-assessment.

Take the pre-assessment exam in a quiet place without your notes or books. This will give you a result that will help determine if you are ready to take the assessment.

**Review**

You can access your pre-assessment score within 2-3 hours of taking the pre-assessment (or you can wait for your mentor to share the score with you). If your overall score on the pre-assessment is 45% or higher, you should schedule the actual exam.

In the two weeks that it takes to schedule your exam, you should review the subsections where your score was lowest. The score evaluation tool (located on your AAP under the "Learning Resources" tab for this course of study) offers study guidelines for your objective assessment preparations.

Use the coaching report from the pre-assessment to plan your review strategy. The competencies on the coaching report are aligned with the course of study, making it easy to review each competency's study topics. Repeat the activities and review your notes in your journal to refresh your memory. Sometimes you have to reread the textbook chapters in order to really remember and understand the information. Once you feel comfortable with the material, it is time to schedule the objective assessment.

**LPO1 Objective Assessment**

Follow these directions for accessing your objective assessments.
Here are some tips for taking the assessment.

- The exam is testing you on your knowledge of the material, as presented in the text. Your personal experience in management principles may be different than that presented in the textbooks. Rely on the textbook's material to correctly answer the questions.
- The exam will be asking you to relate information you have read to business scenarios. It is important to understand that you are being asked to understand the material, not memorize it.

**Feedback**

To provide feedback on this or any other course of study, please use the Course of Study Feedback form.

**ADA Requirements**

Please review the University ADA policy.