

UCIRVINE | EXTENSION

**Supervisory Leadership
Specialized Studies Program**



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PROGRAM NEED

Supervisory leadership has been recognized as the most prominent and significant factor in influencing an employee's success and satisfaction on the job. This program focuses on providing supervisors the tools and training they need to be the most effective leaders possible.

PROGRAM DESCRIPTION

Building on learning objectives, this Specialized Studies Program assists the employee to re-interpret their role and responsibility as a supervisor. Through the use of a 360-degree feedback tool, participants gain insight into supervisory and leadership skills through a customized assessment process. They will learn the process of personal development, feedback and monitoring and map changes and actions that will affect their supervisory skill attainment

SPECIALIZED STUDIES REQUIREMENTS:

A specialized studies certificate is awarded upon completion of three required courses totaling 5.5 units (55 hours) and elective courses totaling a minimum of 4.5 units (45 hours) with a grade of "C" or better. All requirements must be completed within five (5) years after the student enrolls in his/her first course. For more information about the program, please call (949) 824-4661.

PROGRAM OBJECTIVES

- Establish a systematic process for planning work and setting expectations, monitoring performance, developing a capacity for performance and rating and rewarding good performance.
- Apply active listening skills: paraphrasing, empathizing, questioning
- Influence individuals over whom one has no immediate reporting relationship
- Develop a team culture of trust, openness and collaboration
- Provide effective feedback to employees, recognize superior performance and confront inadequate performance
- Coach and mentor others by recognizing and developing a personal coaching style
- Exercise key practices and skills for improved communication

PROGRAM FEES

The total cost of the program (3 required & 2-3 electives) varies depending on the format and electives chosen. Actual fees may differ from the estimate below. Fees are subject to change without prior notice.

Classroom Course Fee	\$400 per course
Online Course Fee	\$650 per course
Textbooks	\$100-\$125 per course
Candidacy Fee	\$125
Parking	\$34 per quarter

REQUIRED COURSE DESCRIPTIONS

Fundamentals of Leadership

Mgmt X432.2 (2 units)

Fundamentals of Leadership creates and implements a leadership development plan for the participant, bringing together elements of various assessments tools. Each week, individuals will incrementally build leadership skills through practical, in-class (case studies, role modeling, etc.) and workplace exercises. In addition, participants will identify mentor(s) to further develop the skills required of new leaders. Using best practice approaches for recruiting and retention, participants will learn to effectively build and maintain a team within their organization. Upon completing the course, participants will understand and have outlined a performance and succession track to further their career goals.

Elements of Supervision and Assessment

Mgmt X432.1 (1.5 units)

This course provides participants with an understanding of the specific competencies and business issues that make up the framework for effective supervision. In addition, students use an assessment tool to receive feedback from peers and those in reporting relationships, on their skills in supervisory leadership. Participants receive individual coaching on how to use the results from the feedback report to begin the process of creating individual development plans.

Skills Every Manager Needs

Mgmt X432.3 (2 units)

This course focuses on identifying the competencies and skills needed by an individual to fulfill the responsibilities of a leader in an organization. Participants examine ways to be a truly effective leader and how leadership styles must adapt to the skills and commitment of the people they want to influence. Topics include: tools for effective communication—within and outside the organization; effective delegation techniques; performance management and priority setting.

Participants compare the critical elements of supervisory leadership to the feedback received in the *Elements of Supervision and Assessment* course. These additional components are used to further create an individual development plan.

ELECTIVE COURSE DESCRIPTIONS

Performance Management: Leading for Greater Results

Mgmt X496.01 (2.5 units)

The role of management is being significantly redefined by the accelerating rate of change impacting organizations, the escalating unpredictability of the competitive environment, and the increasing significance of the customer as a key stakeholder. Survival and success of the organization will depend much more on management's ability to inspire initiative, involvement, and commitment by people at all levels of the organization and much less on the decisions of executive management. You will establish a systematic process for planning work and setting expectations, monitoring performance, developing a capacity for performance and rating and rewarding good performance. Through various case studies, you will practice aligning performance measurements for individuals, teams, business units and entire organizations.

Leading Successful Organizational Change

Mgmt X456.8 (3 units)

Managing change in an organization is a dynamic process. Effective change maximizes the congruence between an organization's mission, goals, strategies, environment, technology, structure, processes, people, culture, and reward systems. It requires an understanding of the systemic interrelationships among these factors and how changes in one can affect another. Managing change also is a creative process that requires the ability to discern new patterns and relationships, both inside and outside the organization, as well as openness to new ideas and possibilities. This course focuses on planning and implementing change in organizations, with an emphasis on the role of transformational leadership. Within this context, participants examine the role of transformational leadership and the integrative competencies and interpersonal skills required of individuals who initiate, manage, and are affected by change.

Problem Solving and Decision Making

Mgmt X493.9 (2.5 units)

This course provides a conceptual framework for approaching decision-making situations with clarity and confidence. Participants build competence in two specific areas: making effective decisions based on the accurate assessment of the problem and

preparing to effectively develop and analyze creative alternatives. In addition, students learn how to work on the right problem, develop and structure objectives, understand the consequences, and make appropriate tradeoffs. Using case studies and on-the-job situations encountered by the class, students explore successful models and proven techniques that are readily transferable to their own situations.

Communication in the Business Environment

Mgmt X497.2 (2 units)

Virtually everything that we do in business involves working with people. In today's, highly competitive business world, it is more important than ever to recognize and study the significant role communication plays in our lives. As managers and supervisors, how well we communicate in a large part determines how successful we will be on the job and our level of personal job satisfaction. This course is for individuals at all levels in all types of businesses who desire to polish and/or develop additional communication skills in formal and informal settings. Through interactive discussions, role plays and activities, the following areas are covered: conflict resolution, dealing with difficult people, giving & receiving criticism, defensive communication, assertiveness, focused listening, non-verbal communication, team building and delegation, empowerment, small group dynamics, leadership, management and sales strategies, customer service, problem solving & negotiation, intercultural communication, interviewing, and power & authority.

Coaching for Superior Performance

Mgmt X496.4 (2.5 units)

This course will focus on performance management and performance leadership as distinctive and complementary systems of action. The course emphasizes the importance of interpersonal awareness as a competency, and provides opportunities to practice and heighten interpersonal awareness skills as a foundation for influencing and coaching others. The course also explores motivation and concentrates on individual needs and differences, enabling a manager/leader to effectively deploy the unique strengths and skills of individual organization members. It focuses on observation and communication skills and their relevance in building trusting relationships. It does not promote the idea of "changing" the nature of individuals, but rather aligning the behavior of the individual to the requirements of the job. It also aligns the job experience with the life and career goals of the individual.

LIST OF COURSES

Course #	REQUIRED COURSES	Units	WI	SP	SU	F
Mgmt X432.2	Fundamentals of Leadership	2	C		C	
Mgmt X432.1	Elements of Supervision and Assessment	1.5		C		C
Mgmt X432.3	Skills Every Manager Needs	2	C		C	
ELECTIVE COURSES						
Mgmt X496.01	Performance Management Leading for Greater Results	2.5		C		C
Mgmt X456.8	Leading Successful Organizational Change	3	O	C,O		C,O
Mgmt X493.9	Problem Solving and Decision Making	2.5	C	O	C	O
Mgmt X497.2	Communication in the Business Environment	2	C	C	C	C
Mgmt X496.4	Coaching for Superior Performance	2.5	C		C	

Note: Schedules are subject to change. Check website www.unex.uci.edu for most current schedule.

F=Fall, W=Winter, SP=Spring, SU=Summer

A – accelerated C – classroom O – online

For the online course, please visit <http://learn.uci.edu> for more information on how our online courses work.

UNIVERSITY OF CALIFORNIA, IRVINE
UNIVERSITY EXTENSION

APPLICATION FOR CANDIDACY
Specialized Studies in Supervisory Leadership

This form must be submitted, along with a filing fee of \$35, prior to completion of the third course in the Program.

NAME Mr. Mrs. Ms.

HOME ADDRESS

CITY

STATE

ZIP

PHONE: DAY

EVENING

EMAIL

SOCIAL SECURITY OR STUDENT ID NUMBER

JOB TITLE

EMPLOYER

EMPLOYER ADDRESS

Payment must be included with application.

MY CHECK FOR \$35 IS ENCLOSED (Payable to Regents of University of California).
CANDIDACY FEE IS NONREFUNDABLE AND NONTRANSFERABLE.

CHARGE TO: VISA MASTERCARD AMERICAN EXPRESS

ACCOUNT NUMBER

EXP DATE

AUTHORIZED SIGNATURE

Mail or Fax To:

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