# Utah Certified Public Manager®
# Module Descriptions 2009

*Our nationally accredited curriculum helps managers in the public sector develop knowledge and practical experience in leading people, managing work processes and developing professional self-mastery. Fifteen modules cover the essential knowledge and skills for positive and progressive public leadership.*

| MODULE | DESCRIPTION |
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| **Self-Knowledge for Leaders** | Sound leadership requires continuous personal development. This module introduces students to various leadership styles and helps students become aware of their own styles and behaviors and how they impact subordinates, peers and superiors. Students identify the values that drive their own actions and explore methods to improve personal effectiveness. Students engage in self-assessment and execute a personal plan to acquire or improve a desired leadership behavior. |
| **Systems & Strategic Thinking** | Understanding the relationship and complexity of organizational systems is prerequisite to crafting an effective work unit. This module introduces students to a framework and language that explains the complexity of organizational systems. Using this framework, students analyze a public organization's processes and practices in relationship to internal and external factors in the organization's environment. Students develop an ability to see the organization as a set of interdependent components and are introduced to various tools to navigate an often turbulent environment. Students illustrate an effective strategic planning process to account for these dynamics to bring about meaningful systemic change. |
| **Organizational Values & Ethics** | This module will help students understand and identify personal, organizational, and societal frameworks that influence values-based decisions. Students will examine public codes of ethics and ethics decision-making models. Students will participate in discussions and exercises to explore public service ethics challenges and practice values-based decision models. |
| **Personal Communication** | Communicating to subordinates, peers and superiors is crucial to affecting healthy professional relationships and productivity. This module introduces students to effective listening behaviors, behavior-specific feedback, and negotiation. Students engage in interactive exercises and select a specific personal communication pattern to address. |
| **Facilitation & Meeting Management** | Meetings are essential to effective management. Therefore, maximizing meeting efficiency and productivity is a vital skill for managers to possess. In this module, students learn to select appropriate meeting structures, prepare meeting agendas, and identify and address common meeting behaviors. Students participate in a participatory decision-making process, exercise facilitation skills, and evaluate various aspects of a meeting. |
| **Work Contracting** | Effective delegation and work contracting ensures accountability and accomplishment of organizational functions. This module introduces students to the principles of contracting and delegating to manage time and task. Students participate in work contracting exercises and evaluate the process. |
| **Managing Conflict** | Understanding the dynamics of conflict and using resolution strategies enables managers to transform dysfunctional energy into positive outcomes. In this module, students learn to identify sources of conflict and employ techniques to manage it. Students participate in case studies, exercises, discussions and/or simulations to select appropriate strategies to resolve a conflict. |
| **Developing Workforce Capacity** | Effective managers recognize the relationship between performance management, professional development and performance results. In this module students are introduced to theories and concepts of motivation, preparing students to analyze and design or select tools and methods that build commitment, increase productivity and achieve quality outcomes. Students are introduced to learning styles and explore various methods of developing employees to increase performance. Students exercise assessment tools to determine appropriate development approaches, design an effective teaching/learning activity, and evaluate a development process to make improvement. |

*The leftmost column of the table is labeled vertically:* **COURSE 1**

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| | **Managing & Valuing Diversity** | To successfully manage diversity, managers must understand the dynamics of difference in organizations and lead people to acknowledge and capitalize on diversity in all aspects of work. This module will increase students' awareness of these dynamics, help them identify their own personal patterns of behavior and perception, and learn strategies and tools to maximize benefit and minimize difficulty around differences in the workplace. Students will participate in discussions and exercises. |
| **COURSE 2** | **Group Dynamics & Team Development** | Managers who understand and correctly utilize teams are capable of superior business results. This module introduces students to elements of group dynamics, functions of teams, and stages of team development. Students experience the team chartering and project proposal process, and practice various team roles and responsibilities. Students learn to recognize and apply appropriate leadership styles to stages of team development. Students engage in structuring and facilitating meetings, managing task and process, facilitating collaborative decision-making, addressing emotions, managing conflict, and giving and receiving feedback. |
| | **Data Gathering and Decision-Making** | Wise managers gather appropriate data and exercise sound decision-making skills. This module familiarizes students with tools, techniques and instruments to use in complex decision-making and problem solving. Students will exercise workflow assessment tools and use a formal process to address a complex issue facing a public sector organization. |
| | **Customer Relations** | Public managers are responsible for establishing an environment of exceptional service to stakeholders and citizens. This module presents students with principles that create and maintain desired relationships with customers. Students exercise tools to identify customer needs and explain how to plan for continuous service evaluation and improvement. |
| | **Public Budgeting & Finance** | In this module, students will develop a general understanding of public finance terms, principles, processes, funding sources, and requirements. Students examine budget statements or reports from a public organization, drawing conclusions and interpreting impacts or potential impacts for them. Students conduct a simple cost-benefit analysis for a recommended decision. |
| | **Presentation & Promotion** | Managers must be able to effectively deliver informal and formal presentations that are clear, concise and capture attention. In this module, students will explore the principles of effective oral delivery and matters of public relations. Students will create an effective promotion plan for a public sector service or event and practice spontaneous and prepared business presentations. |
| **COURSE 3** | **Capstone Project** | Creating clear direction, efficiency, timely response, and quality outcomes are necessary competencies for project managers. In this capstone module students apply comprehensive knowledge and skills by participating in a team-based process improvement project chartered by a public organization.  Students utilize the processes and principles of project planning and management, and exercise tools and techniques to establish roles and responsibilities, define activities, develop schedules, manage resources, track progress, and evaluate results.  Students employ problem-solving and data-gathering methods to help an organization identify viable change strategies. Students examine change and transition issues impacting organizational structures and culture. Students compile publishable documentation and conduct a formal presentation on project results. |

For performance outcomes and / or more information please visit www.cpm.utah.gov