

MEAD Elective Course Descriptions
1/14/2009

Productivity and Time Management			
Course Title	Estimated Completion Time	Course ID	Course Description
Planning an Effective Business Meeting	2.5 Hours	comm_06_a01_bs_enu	If you are in a business that has meetings, you know how much time is spent in them. A recent survey of 2000 business leaders indicated that managers spend over fifty percent of their time in meetings. That same study indicated that managers felt that about one third of those meetings were unproductive. This course will present you with information that will help you improve the quality of your meetings. It will help you develop strategies necessary for preparing effective business meetings, by carefully considering the importance of all the components of the meeting, including people, place, purpose, time, agenda, and atmosphere.
Leading an Effective Business Meeting	2.5 Hours	comm_06_a02_bs_enu	Since there are more than 11 million meetings held every day in the United States, there is a good chance that your life is full of meetings. There is a general agreement among business professionals that most meetings are not well run. They often waste your time, drain your energy, seem to have no purpose, and bear few positive results. Are you tired of attending meetings like this? Are you tired of your meetings ending up like this? This course will teach you how to make your meetings more successful by providing the tools and information that are necessary to lead an effective meeting.
Delegation: the Personal Approach	2.0 Hours	mgmt_07_a02_bs_enu	Have you delegated tasks only to later find out that the task wasn't completed properly or that it wouldn't be completed on time? Perhaps you need to reevaluate your delegation skills. This course will help you work more effectively with employees in a delegation situation. As you progress through "The Personal Approach in Delegation" course in the "Effective Delegation" series, you will discover several important factors about delegation--how you can benefit from a shared commitment to a delegated task, how to identify confident and motivated employees, and how the knowledge of common delegating problems can help you become an effective delegator. By participating in this course, you will be prepared to overcome many obstacles in the delegation process.
Talent Management			
Course Title	Estimated Completion Time	Course ID	Course Description
Choosing the Best Applicant	1.5 Hours	hr_03_a03_bs_enu	Making decisions is always difficult, and that applies particularly to choosing a new employee. This course will show you the most effective methods for evaluating and choosing the best applicants. It will show you how to analyze the information from the interview--by working in a focused framework--and how to compare candidates. You will examine and avoid the most common problems with decision making, and confirm and ratify your decision with other people who know the candidate. Put that all together, and you will have the best possible recipe for choosing the best applicants.
Working for Your Inner Boss: Personal Accountability	2.0 Hours	pd_05_a01_bs_enu	Most employees in business organizations must answer to someone else. From the top of the organization chart to the bottom, nearly every manager and employee must look to a supervisor, a director, or even a customer to establish priorities, assign tasks, set deadlines, and evaluate results. Whoever gives this direction is called the boss. On one level, the boss decides how employees will perform their jobs. How well an employee meets requirements set by the boss determines whether that employee succeeds or fails, receives rewards or penalties, and earns praise or criticism. On another level however, the judgment of an external boss isn't enough to make a job personally fulfilling and rewarding. That's something all employees of an organization decide for themselves. Everyone who works must also answer to an inner boss, a personal, internal voice that provides guidance on whether a job is worth doing and whether it is done well. Accepting personal accountability for your work means your inner boss sets demanding standards and that you're willing to commit to meeting those standards and answer for the results of your work. In this course, you'll learn how to listen to yo
An Essential Guide to Giving Feedback	2.5 Hours	COMM0521	The performance of any business depends upon the performance of everyone within the organization. To ensure that all staff are meeting their potential it is essential that there is a culture which enables feedback to be given and received. This course enables you to become familiar with the key aspects of giving candid, constructive feedback about performance. The purpose of this course is to enable you to enhance your skills in giving feedback. The course starts by exploring the nature of feedback, and it then develops a practical approach to the feedback process. Giving feedback is not always straightforward however, and so the final part of this course looks at barriers to giving feedback and strategies for dealing with situations where your feedback is challenged.
Assessing Performance Continuously	3.0 Hours	mgmt_11_a01_bs_enu	This course shows you how to make performance appraisal a continuous process. The first stage of continuous performance assessment is planning. Appraisal must be linked to performance goals that matter, and these goals need to encompass both the organization and the individual before a performance plan can be agreed on by appraiser and appraisee. Even with conventional roles and relationships this is a challenge, but for many organizations, the role of the employee is more flexible, and reporting arrangements are more remote. The 21st century manager has to plan to appraise employees he may rarely see. The second stage is changing the annual performance meeting into ongoing communication about performance between the manager and employee. The manager must review and monitor performance, and respond to it by motivating the effective worker and helping the less successful worker. In this way, performance appraisal becomes one of the major managerial tools. Then, and only then, is the manager in a position to assess the performance of a worker. This third stage prepares specifically for the annual performance appraisal meeting by collecting data. The
Preparing for a Behavioral Interview	3.0 Hours	HR0213	Research shows that the biggest problem with most interviews is that they lack focus and validity. This is the result of a lack of planning and structure on the part of an interviewer. To create and conduct an effective behavioral-based interview, you must have a clear understanding of what behavioral-based information is and the interviewing process itself. In this course, you'll gain a strong understanding of both of these elements. Additionally, you'll learn how to develop and prepare behavioral-based questions, and how to evaluate the responses you receive to these types of questions. You'll also learn how to create an interviewing environment that is conducive to the behavioral-based interviewing process.
Interviewing Effectively	2.5 Hours	hr_03_a02_bs_enu	The employment interview is at the heart of the recruitment process for most organizations, and successful interviews don't just happen. They are the result of careful planning and preparation. Interviews are time consuming, and although you will not want to skimp on them, you have to use the available time as efficiently as possible. This course shows you how to screen and manage the interview time efficiently. You have to be confident about the methods that are used by whoever conducts interviews in your organization. This course will show you how to create methods that are reliable, and will explain the questioning and rapport-building techniques that effective interviewers use. During interviews, applicants are also trying to impress you and assessing your organization. This course will show you how to recognize the techniques used by experienced candidates, and how to impress them.
Screening Applicants	3.0 Hours	HR0212	You've done your homework. You understand the importance of effective hiring, you've considered all of your hiring options, and you've effectively marketed the job opportunities in your organization using a behavioral-based job description. Applicants are pouring in. What do you do next? You must become skilled at screening applicants so that you can narrow the field to the group of individuals who appear to be best suited to the needs of your organization. In this course, you'll learn how to use applications, resumes, phone calls, and references as screening tools. You'll learn what information to look for, how to assess behavioral information that is provided to you, and how to pick up on "red flags."

Managerial Effectiveness

Course Title	Course ID	Course Description
Becoming a Manager: Leading and Communicating	4.0 Hours mgmt_03_a03_bs_enus	Employees want decisive leadership from their managers. Organizations, too, need their managers to be clear about their objectives, and how their teams can achieve them. As a new manager, it is important that you understand that leadership is about giving direction, but it is also crucial that you realize that it also involves trusting and empowering your staff. You will undoubtedly have been very good at your last job, but now you will need to resist the temptation to continue doing it. For some time to come, it may be true that you could do it quicker or better, but an important part of your new role is delegating tasks to others. You will not have time to do everything yourself, and your staff members will need to know that you trust them enough, and are sufficiently interested in their development, to give them the opportunity to learn new skills. Effective communication is at the heart of most successful businesses. Being a manager means that you need to be at the center of everything. There will be people from whom you need information, and those who need information from you; some will be inside the organization, and others will be outside it. The way in which you communicate with each of
Becoming a Manager: Responsibilities and Fears	3.5 Hours mgmt_03_a02_bs_enus	Promotion to management is obviously welcome and something to celebrate, but when the initial excitement is over, you may begin to wonder about your new responsibilities. Your main focus is now on managing the activities of others and ensuring that the company's resources are used effectively. Apprehensions about whether you are able to do the job are natural--it merely indicates a healthy respect for the role. Taking some time to consider how you can best direct your current abilities toward the new task will be time well spent. It is inevitable that your co-workers' expectations of you will change. It may be hard for some of your former colleagues to accept your promotion. Your new fellow managers, who were once senior to you, may also take some time to adjust. Again, thinking through some of the possible scenarios you may face will help you to be better prepared.
Handling Conflict	3.5 Hours comm_07_a02_bs_enus	No one can complete a working career without experiencing conflict, so it is essential for you to handle this conflict in the most effective way. To handle conflict well, you need to build up a repertoire of techniques. These techniques require you to behave differently from your natural instincts at times. Therefore, a good starting point is to establish what your instinctive approaches to conflict are, and where these attitudes stem from. This will enable you to decide on a range of different approaches to conflict, based on a spectrum that goes from being only concerned about your own needs, to only being concerned about other people's needs. This spectrum gives rise to five possible strategies for dealing with conflict. Whatever strategy you apply, some core techniques will make you more effective. These involve three main actions: confronting the conflict, communicating with the other party, and determining an acceptable outcome. Sometimes, the conflict in the workplace just surrounds you, even though you are not involved directly. You then have to learn how to avoid taking sides, or becoming a scapegoat.
Critical Thinking Skills for Managing	3.5 Hours PD0254	Rational decision making is linear and is what you do when you put your facts in order. Intuition is looking at those facts and trying to see a pattern--and the patterns aren't always evident because the patterns aren't always linear. The two together are an extremely powerful combination. Joel Kurtzman, President, Kurtzman Associates and former editor, Harvard Business Review. The Critical Thinking Skills for Managing course charts the concepts and skills that can transform competent leaders into discerning situation analysts, focused problem solvers, and powerful decision makers. The course offers analysis methodology that will sharpen managerial ability through all the stages of the critical thinking process: situation assessment, problem solving, and decision making. Leaders will learn how to hone their issue identification skills, refine their questioning techniques, and maximize their decision-making outcomes. Critical thinking processes are broken down into discreet stages or steps that can be applied and tracked easily. Mastering the processes in this course can result in better action planning and implementation throughout the organization.
Successfully Coaching Relationships	5.0 Hours mgmt_09_a02_bs_enus	Coaching is a set of practical skills and a style of relating that develop the potential of both the individual being coached and the coach. For this development to take place, there must be a working relationship between a coach and a willing coachee, a relationship based on mutual trust, respect, commitment and confidentiality. Within this collaborative framework, the coach uses a repertoire of styles to suit both the situation and the personality of the coachee. This course shows learners what fosters a productive coaching relationship and what prevents such relationships. The course analyzes the role of the coach and examines learning styles to see how adults approach learning tasks in different ways.
Difficult People in the Workplace Environment	3.0 Hours comm_04_a01_bs_enus	Do you grind your teeth in frustration each time you have to work closely with someone who drives you batty? Do you have to put up with difficult people at work on a regular basis? Has your physician told you that your blood pressure is at an all-time high? If you answered "yes" to any of these questions, it's probably time for you to learn to deal with difficult people at the office. This course will guide you in your journey to coping effectively with difficult people. You'll learn step-by-step methods and processes to help you identify difficult people to cope and communicate with them. With the help of this course, you'll no longer have to be frustrated or intimidated by difficult people.
Developing Fundamental Critical Thinking Skills	3.0 Hours PD0252	You may not need an MBA to succeed in the corporate arena, but regardless of position or industry, you do need to be able to analyze, reason, and communicate effectively. These and other critical thinking skills are increasingly consequential as organizational planning and decision making become more distributed and reliant on written and verbal communication factors. Developing Fundamental Critical Thinking Skills coaches you through the acquisition of an array of critical skills that can help you improve your information processing and delivery agility. You also will learn how to maximize your inferential and evaluative competence to achieve better planning and decision-making efficiencies. Improving your critical thinking skills will increase your performance value to any organization.
Role of Critical Thinking in Organizations	4.0 Hours PD0251	In the organizational arena, applied critical thinking skills provide an essential foundation for all effective planning, problem-solving, and decision-making activities. Employees who can analyze and reason consistently and proficiently furnish a cost-efficient resource that results in a distinctive competitive advantage. Workers who are skeptical of quick fixes and operational dogma pay attention and generate productive ideas. They are intellectually competent to chart new directions. This course introduces the basic concepts, features, and skills associated with critical thinking and explains the roles and propagation of critical thinking in the workplace.
Problem Performance Identification	2.5 Hours mgmt_05_a02_bs_enus	If problem performance is to be managed effectively then, it needs to be clearly identified. This may not be as straightforward as it may at first sound. There are different views about the methods of identifying problem performance and a manager needs to be able to appreciate the differing points of view. Specifically the distinction between conduct and performance is crucial, because the responses to them need to be different. Another facet of the effective management of problem performance lies in identifying the causes of problem performance. There are performance problems that result from the way that the organization operates, which may well make the individual worker unable to perform better, for example in terms of the design of the task they are asked to perform. But there are also performance problems that stem from the workers attitude. In between these two there are performance problems which do not come from a disinterest in performing well, and are not system based issues, but are caused by the workers own ability to perform. Once there is clarity about the nature of the performance problem that the manager encounters then he or she must be able to measure

Problem Performance Improvement	3.0 Hours	mgmt_05_a03_bs_enus	It is, of course, not enough to be just aware of problem performance in an organization; a manager needs to know how to improve performance. Most managers will begin with relatively informal approaches to improving performance. This will often take the form of a discussion between the manager and the problem performer in which the manager will want to advise the worker of the problem and then devise a plan for remedying the situation. Then the manager must introduce a system of monitoring performance to ensure that the planned for improvement has in fact taken place. But performance improvement also requires that the worker be given support to develop his or her skills, knowledge or whatever has caused the performance problem. It is essential that the manager is able then to apply three techniques to support the under achieving worker.
Business Etiquette for Supervisors	2.5 Hours	comm_11_a04_bs_enus	Some supervisors seem to be able to energize their employees to give their best efforts. Other supervisors have to engage in a battle of wills to accomplish the simplest tasks. What's the difference? According to a 19th-century management thinker, a supervisor: "has the power to make employees happy or unhappy; and to make their jobs a pleasure or a burden. A supervisor's power lies in words and looks, things so intangible they are impossible to measure." In other words, supervisors increase their own effectiveness as well as the effectiveness of their subordinates simply by the way they conduct everyday tasks. In short, they do it by applying simple etiquette. In this course, the learner will explore the special etiquette of being a supervisor, the etiquette of one-on-one interactions with subordinates, the etiquette of listening as a supervisory tool, and the supervisor's role in sharing information between his subordinates and the rest of the company.
Effective Team-Building Strategies	4.0 Hours	TEAM0171	For a team to succeed, its members must want to win. Specifically, each team member must place the team's goals ahead of his own goals so that the team may be victorious. Team motivation can come from a variety of sources, the most usual of which is the team leader. But what if your team leader doesn't have the necessary leadership skills? Or what if she does, but she applies them ineffectively? In this course, you'll learn tools, techniques, and tips to help you--the team member--help your team develop a "one for all, all for one" mentality. In particular, you'll explore some motivational techniques to apply from the get-go so that potential problems are averted. You'll also learn how to promote and maintain a creative and productive atmosphere. Finally, you'll practice a couple of team building exercises that you can later introduce to your team.
Effective Intercultural Relationships	2.0 Hours	comm_12_a02_bs_enus	In a shrinking world, businesses operate across borders, whether they are borders between neighborhoods or borders between countries. All of these bordered areas, large and small, represent differing cultures. Whether at home or abroad, chances are, your business deals with people of varying cultures on a daily basis. In today's expansive work environment, employees, co-workers, customers, vendors, and business partners can all have a different cultural background from yours. The most obvious cultural differences you encounter are language and dress. But there are a multitude of subtler ways in which people from different cultures vary in their behavior. If you don't understand the ways in which they might differ, you're risking your business communication and relationships being misunderstood. When operating interculturally, mistakes are easily made when you take appearances and meaning for granted. This course lends significance to the term "multiculturalism." In this course, you will learn about the many ways in which mini- to macro-cultural behavior and attitude can vary, around the corner and around the world.
Improving Your Cross-Cultural Communications	3.0 Hours	COMM0023	Picture the scene. You've been asked to contact some new clients based over 3,000 miles away. You've never spoken with them before and you're not sure what response you'll get. This is a familiar situation that is played out daily in many organizations around the world. How many times have you found yourself in this situation? Thankfully, there are things you can do to improve your cross-cultural communications and ensure that your clients or coworkers across the world become your greatest allies. In this course, you'll find out how to build rapport, appeal to receivers' motivations, and consider the importance of rank and respect in global communication. Cross-cultural communication is often boosted by global e-communication including electronic mail, videoconferencing, and Internet conferencing. You'll look at the options available and examine the downside of information technology, too. Finally, you'll learn that cross-cultural communication can be improved immensely by remembering etiquette and using a global negotiating protocol to guide you.
Listening Basics	2.0 Hours	comm_03_a01_bs_enus	Do you sometimes feel like you are not getting the whole message when someone talks to you? If you have problems receiving information that is verbally communicated, this is the course for you. This course will familiarize you with the communication and listening processes, and how listening functions within communication. You will discover the factors and variables that influence communication and listening and learn strategies to overcome weak listening skills. You will then apply these skills to business-based examples. Knowing the basic communication and listening processes will make you aware of where communication can be adversely affected.
Starting the Change Process	3.0 Hours	mgmt_06_a01_bs_enus	Every story has a beginning, a middle, and an end. The majority of organizations see change as a new beginning--a bright new day. But is that really the case? Ask your employees how they feel about change, and they'll often say, "It's unnecessary--we're doing just fine as we are." For them, change is the end of an era; an abrupt cessation of a comfortable way of life. It's your job to ensure that your employees understand why change is happening, how it will affect them, and how they can benefit from it. "Beginning the Change Process" will help you to understand whether change, from whatever source, is really necessary; enable you to lead change effectively; and equip you with strategies to make a compelling case for change. The first steps to change are the most important of all. Bring your employees on board from the outset, and you'll smooth the way for productive change that is supported--and even championed--by your employees.
Managing the Change Process	3.0 Hours	mgmt_06_a02_bs_enus	Picture the scene. You've just started a new job and it's everything you've ever wanted. You find your desk, meet your new colleagues, and try to carry on with your life. But things are different. Your PC isn't in the same place, the cafeteria doesn't have your favorite coffee, and your chair isn't quite right. This is how change feels. You're disoriented--things still work, but not in the same way. You're in a neutral zone where you know how things should be, but they aren't quite as you imagined. It's at this stage when employees need their manager's reassurance, support, and understanding if they are to move out of their confusion and settle into a new way of working. "Managing Through the Change" gives you an insight into the types of issues that will face you and your employees, and provides you with guidance to ensure that you can support your employees and deal with the inevitable difficulties that will arise. The change process is never easy. People feel insecure, undervalued, and threatened. It's your job to help your employees to overcome these feelings, and this course will help you to do just that.
Asserting Yourself Professionally	2.5 Hours	comm_10_a01_bs_enus	Do you feel that co-workers see you as too passive or aggressive in your professional career? Do you wonder if there is a more appropriate professional style? Do you want to know how to develop your professional style? Do you feel you could develop your assertive communication techniques? Do you feel that you may not listen to your co-workers? Or do you feel that you need to develop your constructive feedback techniques? If you answered yes to any of these questions, it's a good time to learn to be an assertive business professional. This course will guide you as you move into a proactive, responsible, professional style. You'll learn methods to help you identify an appropriate assertive style and strategies to prepare you use that style. You'll also learn how to implement the assertive style in your work environment. You will learn how to develop your assertive communication technique by developing your proactive listening and constructive feedback strategies. With the assistance of this course, you'll no longer worry about being "too passive" or "too aggressive."

Enhancing Listening Skills	2.0 Hours	comm_03_a04_bs_enus	Have you ever been taken by surprise by an unexpected deadline? Have you ever left a meeting unsure about what was decided? Have you ever asked a supervisor for advice, only to later forget what your supervisor told you? You can avoid problems like these by using effective listening skills. Effective listening helps you to know what's going on in your organization, get cooperation from your co-workers, solve problems, and be successful in your work. However, most people don't listen very well. This course will help you to improve your ability to listen to others. You will learn the skills you need to understand what people say, read their unconscious nonverbal messages, and get others to want to listen to you. You also learn how to apply these skills in a variety of business situations such as interviews, business meetings, and negotiations.
Communicating to Get Results	2.5 Hours	comm_13_a05_bs_enus	When you want something done, you have to either do it yourself or see to it that someone else does it. As adept as you may be at multi-tasking, there will be times when you'll need a colleague's help or buy-in to perform a task. But how can you effectively achieve results without any formal authority within the organization? Communication is the answer. Through the effective use of the various forms of communication, you'll be able to extend your influence at work even without any recognized authority. This course is designed to help you become a more effective communicator so that you can become more productive and use written and spoken communication to achieve results.
The Path from Pessimism to Optimism	4.0 Hours	MGMT0311	Your point of view affects virtually every aspect of your life, including your level of success. A negative point of view is a detrimental influence. Negativity is the result of unchecked pessimism. It's an abnormal pattern of thinking that persists over time and negates solutions and successful outcomes. Learning to deal with negativity will improve both your personal and business relationships. This course identifies how negative attitudes are formed, how you can identify them, and how a bad attitude becomes contagious. You will also learn some practical tools for developing and maintaining a positive point of view.
Effectively Communicating in Teams	3.0 Hours	TEAM0172	Teams rely on the participation, input, and opinions of all team participants. Learning to speak up and encouraging others to open up are important to a team's communication. Giving and receiving feedback gracefully is another critical part of communicating with team members. Without effective feedback, little will be accomplished. Effective team communication skills don't just happen. In this course, you'll learn ways to communicate productively and nonjudgmentally, to listen effectively and assert yourself, and to provide and receive constructive feedback.

Managing Risk

Course Title	Course ID	Course Description
Regulatory Information	SAH0472	Essentially all workplaces have safety and health standards that have been imposed by federal and state authorities. The intent of these workplace standards and requirements is to protect the health and welfare of individual employees. This one-hour course will explain how safety requirements for workplaces are established and how they are enforced. The training will also discuss important regulatory agencies and their jurisdictions. The content in this course is designed to comply with the intent of the applicable regulatory requirements.
Environmental Awareness	ENV8201	This one-hour course will acquaint you with the requirements of an Environmental Management System (EMS).
Workplace Safety Orientation	SAHA486	This one-hour course will provide an awareness level orientation of basic industrial safety fundamentals. It was designed to provide an overview of some of the basic concepts and techniques used in modern industry to protect workers. It also describes the purpose of the following safety programs: Hazard Communication; Bloodborne Pathogen Safety; Lockout/Tagout; Confined Space Entry; Emergency Response; Respiratory Protection; Personal Protective Equipment; Hearing Conservation. The content in this course is designed to comply with the intent of the applicable regulatory requirements.
Behavior-Based Safety for Supervisors	SAH0405	This course is intended to provide supervisors with an overview of the concepts of behavior-based safety. This training will aid those supervisors who have not used these techniques in their day-to-day duties and responsibilities in the past. The content in this course is designed to comply with the intent of the applicable regulatory requirements.
Slips, Trips and Falls	SAH0479	Slips, trips, and falls constitute the majority of general industry accidents. They cause 15% of all accidental deaths and are second only to motor vehicles as a cause of fatalities. This course is intended to provide employees with the ability to recognize and prevent slip, trip, and fall hazards and to address the key components of ladder safety. The content in this course is designed to comply with the intent of the applicable regulatory requirements.
Back Safety	SAH0404	This course is designed to bring awareness into the work environment and help eliminate preventable back injuries. It will provide information regarding job-specific hazards, safe work practices, and ergonomics. The content in this course is designed to comply with the intent of the applicable regulatory requirements.
Ergonomic Awareness	SAH0424	This one-hour course is designed to provide the basic information needed to recognize and report musculoskeletal disorders (MSD) signs, symptoms, and risk factors. It addresses the key components of an Ergonomics Program and provides information to assist both employees and employers in minimizing the risk of developing work-related MSDs. This course applies to both office and industrial settings. The content in this course is designed to comply with the intent of the applicable regulatory requirements.
First Aid-Medical Emergencies	SAH0432	Medical emergencies can occur at anytime but may be hidden because of injuries suffered in an accident, or an accident may trigger a medical emergency such as a heart attack, stroke, or seizure. This one-hour training will focus on the signs and symptoms of specific medical emergencies and their treatment. Being trained in first aid could mean the difference between life and death. Note: This training should not be used as the primary basis for any first aid certification. It is intended to provide the learner with knowledge-based training only. This training should be accompanied with a performance-based component provided by a certified first aid instructor. The content in this course is designed to comply with the intent of the applicable regulatory requirements.