

The Management Extra series

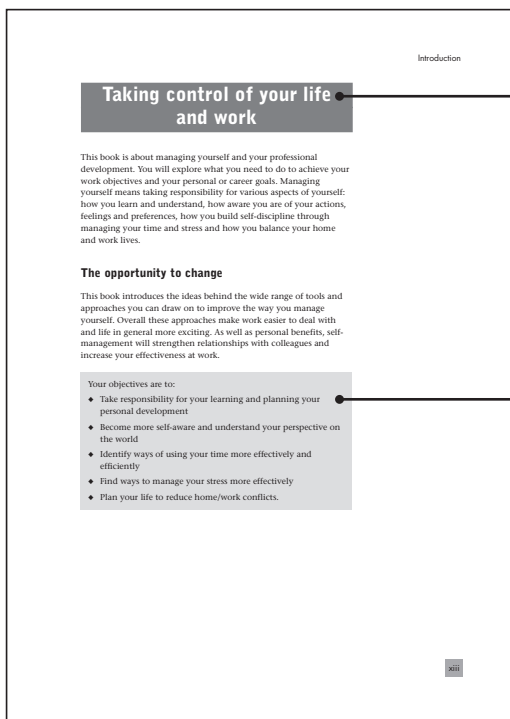
Management Extra is designed to help learners put ideas into practice. Each book combines thought-provoking ideas, examples and theories about the key management concepts of our time with activities to help learners see how the concepts work in practice. If you include time to complete activities, each book provides about 30 hours of learning material.

Titles include:

- ◆ Managing Yourself
- ◆ Positive Working Relationships
- ◆ Leading Teams
- ◆ Development for High Performance
- ◆ Managing for Results
- ◆ Financial Management
- ◆ Quality and Operations Management
- ◆ Change Management
- ◆ Business Environment
- ◆ Project Management
- ◆ Information and Knowledge Management
- ◆ Reputation Management
- ◆ Recruitment and Selection

Key features of the books

The books are written to support learning:



Themes

Books are organised into manageable sized themes (4–6 per book) that the learner can complete in between four and six hours.

Learning objectives

Each theme opens with objectives and an introduction explaining to learners what they will get out of it.

Engaging and accessible

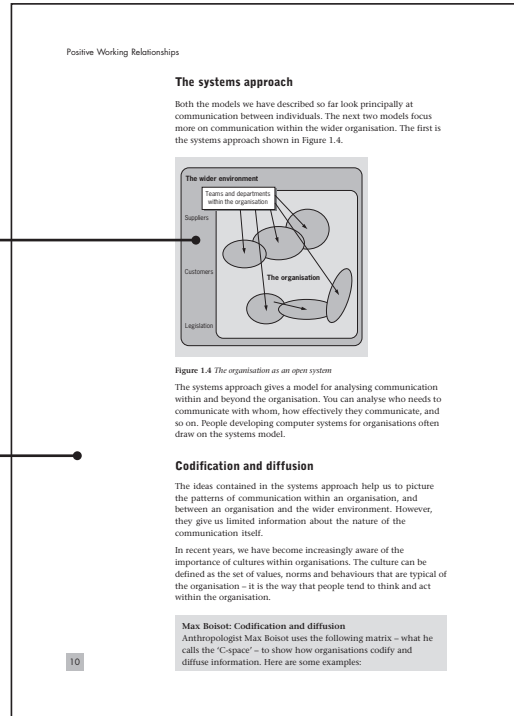
The books address topical issues of relevance to most managers and are written using straightforward language that assumes no prior knowledge.

Examples

Examples and case studies that show how the theories and concepts work in practice.

Attractive layout

Designed as an interactive workbook with space for notes and activity responses.

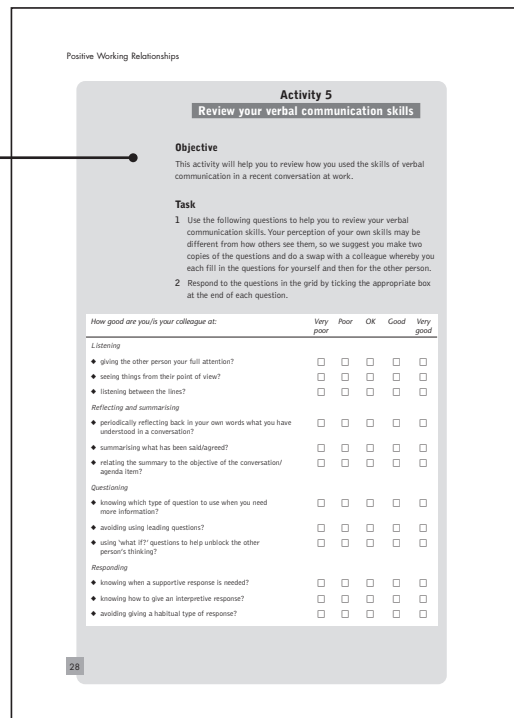


Activities with formative feedback

Each book contains a rich mix of activities that help learners develop their learning, apply it to live work issues and keep track of their progress. Typical activity formats are:

- Know yourself type assessments
- Reflective activities
- Right way – wrong way case studies
- Application activities to bring in information from the workplace

Feedback helps the learner to assess their answers and to compare their thinking with those of the author.



Positive Working Relationships

◆ **Recap**

Explore models of effective interpersonal communication

- Communication involves an exchange of meaning, achieved through the processes of coding, transmission, decoding and feedback.
- Transactional analysis describes three ego states (behaviour patterns) that each of us can adopt when interacting with others: Parent, Adult and Child. The ideal transaction is Adult to Adult.

Identify factors influencing organisational communication

- Organisational culture has an impact on communication, influencing the extent to which organisations codify and diffuse information.
- Organisational trends, including new media, team and project working and delayering, mean that communication is now more direct, informal and immediate.

Identify the main barriers to effective communication

- The main barriers include physical surroundings, language and jargon, and cultural diversity.
- Barriers can be overcome by paying attention to the context of communication, selecting the right medium and trying to see things the way the receiver does.

Skills for improving verbal communication

- Listening, reflecting, summarising, questioning, responding and feedback are essential skills for verbal communication.
- When your body language or tone of voice is inconsistent with the words you are using, your overall message is diminished and can even be contradicted.

► **More @**

Adair, J. (1997) *Effective communication: the most important management tool of all*, Pan
 This book explores basic communication skills and then goes further to look at presentations, visual aids, interviews, appraisals, giving and receiving criticism, and communication between departments

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Recap

A summary concludes each theme recapping the key issues against each of the objectives.

More@

Books and website links are recommended for further reading on each theme.

References

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Full references

Full references are provided for further advanced study, assignment or project work at the end of each book.