

THE NCO LEADERSHIP CENTER of EXCELLENCE
Master Leader Course (MLC)

M430: Fundamentals of Management
Advance Sheet

1. SCOPE:

This lesson explores the differences between management and leadership in the context of accomplishing major goals at the organizational level. It will delve into the planning and decision-making process, the application of time and organizational skills, and the implementation of control and monitoring procedures to solve problems. Additionally, it will explain two types of management skills observed during a practical exercise and guide students in developing a management style to effectively achieve organizational goals.

This lesson supports the other management lessons in the MLC including M432 Organizational Management, M432 Training Management, and M433 Critical Thinking and Problem Solving. Lessons learned from previous significant events in the scenario will assist the student to better understand the problem. Students must understand critical thinking and problem solving to successfully achieve the lesson objectives. Students will “return” to phase 0 in this lesson. Lessons learned from previous significant events in the scenario help the student better understand the problem. The author’s intent is for students to comprehend how better management in pre-deployment activities prepares the organization for success.

2. LEARNING OBJECTIVES:

TLO: This lesson supports 400-MLC-0430, “Analyze management processes at the organizational level” as listed in the MLC Syllabus.

ELO: 400-MLC-0430.01

Action: Compare the differences of management and leadership principles.

Condition: As a learner and senior leader attending face to face or virtual environments participating in dynamic collaborative facilitated discussions, given ATP 6-01.1, ATP 5-19, FM 1-0, FM 1-04, FM 1-05, FM 1-06, FM 6-22, TC 7-22.7, references and given multimedia resources.

Standard: Compare leadership with management within 7 minutes.

Learning Domain: Cognitive

Level of Learning: Analyze

ELO: 400-MLC-0430.02

Action: Analyze the Management Process.

Condition: As a learner and senior leader attending face to face or virtual environments participating in dynamic collaborative facilitated discussions, given ATP 6-01.1, ATP 5-19, FM 1-0, FM 1-04, FM 1-05, FM 1-06, FM 6-22, TC 7-22.7, references and given multimedia resources.

Standard: Correlate Army tools used in the management process to solve a problem in a clear and concise manner.

Learning Domain: Cognitive

Level of Learning: Analyze

ELO: 400-MLC-0430.03

Action: Demonstrate effective management skills.

Condition: As a learner and senior leader attending face to face or virtual environments participating in dynamic collaborative facilitated discussions, given ATP 6-01.1, ATP 5-19, FM 1-0, FM 1-04, FM 1-05, FM 1-06, FM 6-22, TC 7-22.7, references and given multimedia resources.

Standard:

1. Communicate at least two of the four critical functions of management in a clear and concise manner.
2. Apply the Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis as an organizational tool in a clear and concise manner.

Learning Domain: Cognitive**Level of Learning:** Apply**ELO: 400-MLC-0430.04****Action:** Demonstrate a management style to support personnel and programs at the organizational level.**Condition:** As a learner and senior leader attending face to face or virtual environments participating in dynamic collaborative facilitated discussions, given ATP 6-01.1, ATP 5-19, FM 1-0, FM 1-04, FM 1-05, FM 1-06, FM 6-22, TC 7-22.7, Division Command Training Guidance, Phase 0 Significant Events, references, and given multimedia resources.**Standard:** Demonstrate organization preparedness for deployment by sequencing a planning and decision-making process and implementing control and monitor procedures to solve a problem within 30 minutes.**Learning Domain:** Cognitive**Level of Learning:** Apply**JPME Learning Areas Supported:** None. GLOs supported: 2, 3, and 8.**3. PREPARATION FOR CLASS:****a. Read (9 Total Pages):**

- TC 7-22.7, *The NCO Guide*, January 2020, p. 2-10, Program Management paragraph; pp. 3-7 and 3-8, para 3.9 (1 page). Found at <https://armypubs.army.mil/ProductMaps/PubForm/TC.aspx>
- FM 1-0, *Human Resources Support*, August 2021 para 1-1 through 1-7 (2 pages). Found at <https://armypubs.army.mil/ProductMaps/PubForm/FM.aspx>
- FM 1-04, *Legal Support to Operations*, June 2020, para 1-1 through 1-12 (3 pages). (Found in same location as above) audio at https://rdl.train.army.mil/catalog/search?current=true&search_terms=audiobook
- FM 1-05, *Religious Support*, January 2019, para 2-1 through 2-6 (1 page). (Found in same location as above) (audio found in previous location)
- FM 1-06, *Financial Management Operations*, April 2014, para 1-1 through 1-5 para 1-81 (1 page) (Found in same location as above)
- ATP 6-01.1, *Techniques for Effective Knowledge Management*, March 2015, introduction (1 page). Found at <https://armypubs.army.mil/ProductMaps/PubForm/ATP.aspx>
- ATP 5-19, *Risk Management*, November 2021, p. 4-1, para 4-1 and 4-2 (0.5 page). (Found in same location as above)
- *What are the 4 Functions of Management*, Kat Boogaard, Wrike, 6 June 2022, entire article (6 pages printed). Found at <https://www.wrike.com/blog/four-functions-of-management/>

b. Scan (48 Total Pages):

- FM 6-22, *Developing Leaders*, November 2022, pp. G2G, 1-7, 2-12, 2-13, 3-21, 3-22, 4-72 thru 4-74 (9 pages). Found at <https://armypubs.army.mil/ProductMaps/PubForm/FM.aspx> interactive digital at https://rdl.train.army.mil/catalog/search?current=true&search_terms=Interactive%20Digital%20Publication%20

- Learner Handout - *UTMC 4 Overview* (9 slides). Found on Blackboard > M430 Learner Handouts
- *Avoiding Toxic Management Styles*, Kristin Marquet, Entrepreneur, 07 May 2015, entire article (2 pages printed). Found at <https://www.entrepreneur.com/article/245955>
- *Six Signs Your Management Style is Toxic*, Keith E. Ayers, 29 Jan 2014, entire article (5 pages printed). Found at <https://www.corporatewellnessmagazine.com/article/six-signs-your-management-style-is-toxic>
- Department of Defense Instruction 1344.07, *Personal Commercial Solicitation on DoD Installations*, March 2006, (23 pages). Found at <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/134407p.pdf>

c. Be prepared to discuss the following in class:

- Difference between management and leadership. Answer based on personal experience and FM 6-22 pp. 1-1 thru 1-3
- How to lead people who are staff. FM 6-22 pp. 1-1 thru 1-3 and TC 7-22.7 p. 2-10, Program Management paragraph; pp. 3-7 and 3-8, para 3.9
- Correlation between management and leadership. TC 7-22.7, FM 1-06 para 1-1 through 1-5 para 1-81, ATP 6-01.1 introduction and para 1-22 and ATP 5-19 para 4-1 and 4-2
- The 4 functions/principles of management. *What are the 4 Functions of Management*
- Types of support for leadership. FM 1-0 para 1-1 through 1-7, FM 1-04 para 1-1 through 1-12 and FM 1-05 para 2-1 through 2-6
- The tools available to maintain success on the battlefield and proficiency in your CMF. FM 6-22 and TC 7-22.7 and personal experience
- The knowledge management process and importance. ATP 6-01.1 p. vi

4. HOMEWORK ASSIGNMENT(S): None.

5. ASSESSMENT PLAN: Refer to ISAP.