

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

M430: Fundamentals of Management
Advance Sheet

1. SCOPE:

The outcome of this lesson is for you to correlate civilian management principles with Army management. Working as a department head at higher levels where there are more assets called upon and timelines to meet will test your ability to be resourceful, flexible, and adaptable to mission needs and changes. Knowing management fundamentals will help you become an agile manager who can use Army resources effectively in achieving organizational goals and objectives. At the end of this lesson you will employ the fundamentals of management by implementing a management process including effective management skills.

This lesson supports the other management lessons in the MLC. Army management areas not covered in this lesson are covered in subsequent lessons e.g. talent management, training management. 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, Formulate management processes and skills to be an agile senior NCO at the organizational level.

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 references and multimedia resources.

Standard: Compare differences between management (manage things) and leadership (lead people) to accomplish the major goals at the organizational level.

Learning Domain: Cognitive

Level of Learning: Analysis

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 references and multimedia resources.

Standard: Sequence a planning and decision making process, apply time and organizational skills, and implement control and monitor procedures to solve a problem.

Learning Domain: Cognitive

Level of Learning: Analysis

ELO: 400-MLC-0430.03

Action: Develop effective management skills.

Condition: As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given references and multimedia resources.

Standard: Explain at least two of the types of management skills to solve a problem as observed during the practical exercise.

Learning Domain: Cognitive

Level of Learning: Apply

ELO: 400-MLC-0430.04

Action: Develop 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 references and multimedia resources.

Standard: Develop a management style to accomplish the major goals at the organizational level.

Learning Domain: Cognitive

Level of Learning: Analysis

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)

b. Scan (48 Total Pages):

- FM 6-22, *Leader Development*, June 2015, pp. 1-3, 1-9, 4-17, 4-18, 6-7, 6-8, 7-56 thru 7-58 (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. 1-3 and 1-9
- How to lead people who are staff. FM 6-22 pp. 1-3 and 1-9 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
 - 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

4. HOMEWORK ASSIGNMENT(S): None.

5. ASSESSMENT PLAN: Refer to ISAP.