

COURSE BRIEF

COURSE ON MANAGEMENT AND LEADERSHIP

Name of the course

Management and Leadership

Brief background of the course

The overarching objective of this course will be to provide participants with a working knowledge on all basic aspects of leadership and management that relate to tobacco control in order to build their capabilities and to apply this knowledge in their work at the national, provincial and local levels in their respective programmes.

It is designed to improve the management skills of participants. The course focuses on leadership and managerial roles, team building and motivation, budgeting and financial management, conflict negotiations, proposal development, human resource management (HRM), external and internal communications, while comprising basic elements of tobacco control. The course will be an 8-day intensive training course consisting of presentations, discussions and practical exercises provided by internationally renowned experts in their respective fields of management and tobacco control. The in-class activities will use a format of lectures and interactive learning. The course will be conducted in English.

The present training course will be followed by advanced courses on Human Resource Management, Budget and Financial Management, and Management of Managers in 2009 for the participants/organisations who undertake the initial training.

Who is it for?

Middle and senior level managers working in tobacco control who have responsibilities for management and administrative aspects of tobacco programme implementation. Since the role of the manager covers many skills, it is possible that a range of professionals may have the appropriate and necessary background to undertake the training. Participants could be from national/ provincial/international non-governmental organisations (NGOs) or governmental agencies. Following are some examples of participants' profile:

- Project Leaders, Project Managers and Grant Managers in private sector organizations;
- Coordinators, managers or focal points of national and regional tobacco control programmes;
- Coordinators and managers of national and regional tobacco control networks, alliances and resource centres.

What is in it for me and my organisation?

This course will enable participants to gain the basic understanding of management, aimed at improving their skills in managing programmes. They will have an opportunity to assess and review their own leadership skills, managerial styles, personal effectiveness and other basic management skills in conflict resolution, and communications useful in multi-partner

arrangements. The participants will be able to understand basic financial and budget concepts requisite for successful implementation of tobacco initiatives. They will also be able to link the management, financial and administrative aspect to the donor funded projects through effective overall management of projects. As the submission they will prepare action plans/develop proposals as a partial fulfilment of the course.

What will I do during the course?

- Understand the Bloomberg Global Initiative goals and available resources
- Assess leadership style and other managerial skills through various HRD tools
- Identify strengths and weaknesses and use appropriate tools to improve on overall management skills
- Group exercises in team building and communications
- Learn skills to prepare action plans
- Conduct an organisational assessment through McKinsey assessment grid
- Write winning proposals
- Understand legal aspects of tobacco control
- Analyze and discuss case studies
- Learn how to build communication networks
- Advocacy for tobacco control

What will I be able to do after participating that I could not do before?

- Assess individual leadership and managerial styles and use management skills appropriately to improve self and organisation while influencing strategies and change
- Understand organizational team dynamics and perform team building exercises
- Able to successfully negotiate and manage communications in multi-partner arrangements
- Able to manage multiple priorities and identify strategic and tactical priorities
- Able to prepare and draft proposals effectively
- Use effective communication for tobacco advocacy and to build networks

This course will enable the participants to develop **leadership, management and functional competences** for new, middle and upper-middle managers.

Management level definitions:

Supervisors and new managers:

Management, team leaders and supervisors are those who implement organisational strategy at the first line (with up to 3 years of management or supervisory experience)

Middle managers:

Managers are those who contribute to the formulation of organisational strategy and are responsible for its implementation within their departments/functions. This includes departmental and functional heads with people management responsibility, project managers, and experienced managers (with 4 to 7 years of management experience)

Upper-mid managers

Senior executives are those who are responsible for, or participate in, the formulation of organisational strategy and who lead strategy execution. This includes senior functional heads, general managers, regional or area directors, unit/division directors and senior project managers (with more than 8 years of management experience)

Senior and top managers

Strategic organisational leaders, organisational decision makers and thought leaders within their field, who are responsible for the formulation of organizational or programme strategy and who lead organizations at regional, national, and international levels. These include CEOs, Executive Directors, CFOs, other C-functions, presidents, vice presidents, board members, managing directors and international directors.

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