



**Course Title:** Navigating the Workplace: Managing Up, Down, and Across

**Course Code:** BUS 126W

**Instructor Name and Bio:** Nita Singh Kaushal (<https://www.nitakaushal.com>)

## Class Sessions and Recording

Meeting days and times: Wednesdays at 12pm-1pm PT

Meeting location: Zoom

The weekly zoom class sessions are meant to dive into the week's lecture and answer any questions students may have. Students are highly encouraged to attend the live sessions, but if they are unable to, recordings will be made available afterward and can be watched for attendance credit.

## Course Features

- Live session
  - Lecture, discussions, and Q&A
- Assignments & Coursework
  - Assignments and course materials posted in Canvas
  - Required discussions in Canvas
  - Instructor will provide feedback on assignments
- Instructor will hold office hours

## Course Summary

BUS 126W is designed to help professionals, managers, and individuals responsible for direct and indirect reports skillfully manage up, down, and across to attain business impact and career success. This course will feature engaging lectures, interactive discussions and assignments, real-world case studies, example scripts, and 1:1 office hours. Students will come away with a specialized and highly applicable set of leadership skills to establish a positive and meaningful career and legacy.

*\*Please see the course page for full description and additional details.*

## Grade Options and Requirements

- No Grade Requested (NGR)
  - This is the default option. No work will be required; no credit shall be received; no proof of attendance can be provided.
- Credit/No Credit (CR/NC)
  - Students must successfully complete at least three out of eight assignments and participate in at least three discussions and/or zoom meetings.
- Letter Grade (A, B, C, D, No Pass)
  - Students must complete at least six out of eight assignments and participate in at least five of the discussions and/or zoom meetings.

*\*Please Note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose either the Letter Grade or Credit/No Credit option. Courses taken for NGR will not appear on official transcripts or grade reports.*

## Textbooks/Required Materials

No textbooks are required for this class. All supplemental reading materials will be posted on canvas.

## Tentative Weekly Outline

### Week 1: Understanding the Big Picture

In our first session, we will explore how to align our teams around a shared vision and set of values as well as secure buy-in on key business goals, priorities, and expectations. We will also preview the comprehensive set of practical leadership skills we will develop throughout this course in order to achieve meaningful impact as a leader.

### Week 2: Communicating with Purpose

In this session, we will discuss how to cultivate an authentic, confident, and compelling communication style and presence. We will also discuss how to emphasize strategic issues and effectively broadcast and leverage key results to further our goals.

### Week 3: Advocating for More

We will focus on how to advocate effectively for the goals, opportunities, and needs of our teams, our organizations, as well as ourselves. We will also review

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specific tactics to promote constructive dialogue and creative problem-solving necessary for achieving desired results while reinforcing relationships with strategic allies and sponsors.

#### Week 4: Delivering Results that Matter

In this session, we will learn how to identify and track efforts aligned with organizational goals and priorities. We will also explore best practices and tactics for prioritizing tasks, managing constraints, meeting deadlines, and ultimately creating tangible value in the workplace.

#### Week 5: Managing Performance

This week we will take a closer look at how to plan for performance reviews and other key career development milestones. We will also learn how to conduct productive and positive 1:1s with managers, direct reports, and key stakeholders as well as how to deliver and receive constructive feedback to improve performance. Finally, we will explore how to empower others with clear areas of ownership, key success metrics, and skills development.

#### Week 6: Establishing Trust and Integrity

This session will explore how we can establish clear expectations and boundaries in the workplace, while being firm, honest, straightforward, and fair. We will discuss specific strategies for keeping our colleagues and teams motivated and promoting a positive culture for autonomy, innovation, and risk-taking.

#### Week 7: Correcting the Course

This week we will discuss strategies to deal with a variety of common workplace challenges including difficult conversations, misunderstandings, and strained relationships. We will also explore how we can work smarter and handle meeting fatigue, analysis paralysis, unreasonable deadlines, and unclear demands. Finally, we will learn how to reframe failures as growth opportunities to inform next steps.

#### Week 8: Winning in the Long Run

In our final session, we will explore how we can strategically and creatively stretch ourselves and our teams to achieve professional and personal satisfaction and reach our leadership potential. We will also discuss how to adapt and personalize the leadership toolkit taught in this course to achieve long-term career growth and success.