

VERTICAL LEARNING CURVE

Management for Results

Course Description

2/5/2010



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Management for Results

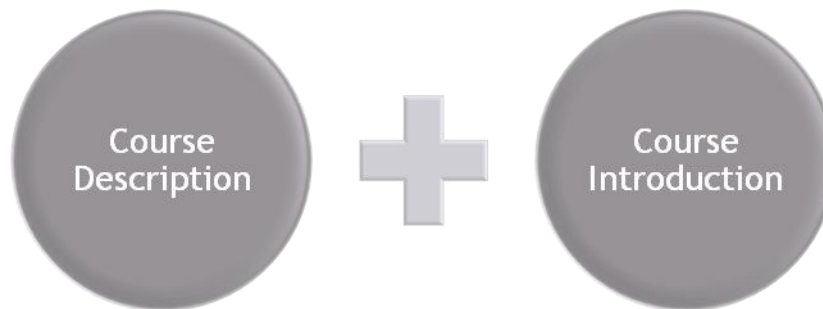
Overview

This course gives attention to the knowledge and skills needed to grow and sustain performance in an organization, whether a full company, a department, a division, or other strategic business unit within an existing organization by getting the right things done through teams of people. It addresses the common management functions of planning, organizing, leading, and controlling.

This course has [11 modules](#) each focusing on a unique topic with unique objectives for your knowledge, skill, and values. Modules are given different priority, and so are not always equal in length, difficulty, or grading weight. Failing a module will result in immediate repetition of that module.

In Module 10 of this course, you will be expected (required) to view a film. We encourage you to obtain and watch it before you reach module 10! Kelly's Heroes (1970) is an example of various distinct types of leaders, operating with similar objectives. This film is widely available from many licensed vendors, including: www.movielink.com, www.zml.com, www.cinemanow.com, and www.netflix.com. More information can be found at the Internet Movie Database ®: <http://www.imbd.com/title/tt0065938/>.

To enroll in this course, you must read this Course Description and the [Course Introduction](#).



Course Outline

Module	Issues + Resources
1	Introduction
2	Foundations of Management <ul style="list-style-type: none"> ▪ How Quantitative Skills Impact Results ▪ How People Skills Impact Results ▪ How Resourcefulness Impacts Results ▪ How Preparation Impacts Results ▪ How Managing Self Impacts all Management Functions ▪ How to Discern and Respond to Supervisor Expectation ▪ How to Recognize Conflicts in Individual and Unit Objectives ▪ How Experienced Executives View Management Foundations
3	Planning <ul style="list-style-type: none"> ▪ A Systems Model for Business Intelligence Framework ▪ Gathering and Using Business Intelligence ▪ Finding and Using Business Intelligence Resources ▪ Identifying Opportunities and Threats ▪ Mining Information for Value ▪ Organizing and Storing Business Intelligence
4	Forecasting and Benchmarking <ul style="list-style-type: none"> ▪ Applying Forecasting Principles ▪ Qualitative Forecasting Methods ▪ Time Series Forecasting Methods ▪ Regression Forecasting Methods ▪ Markov Analysis Forecasting Methods
5	Objectives <ul style="list-style-type: none"> ▪ How Objectives Relate to Values and World View ▪ Taking Into Account Multiple Stakeholder Objectives ▪ Distinguishing Between Useful and Useless Objectives ▪ Selecting & Setting Objectives ▪ Using Benchmarking and Balanced Score Card ▪ Prioritizing Objectives ▪ Adjusting Objectives ▪ How to Manage Those Who Pursue Other Objectives
6	Programming and Scheduling <ul style="list-style-type: none"> ▪ Turning Objectives (Ends) into Programs (Means) ▪ Identifying and Selecting from Alternative Routes to the Same Ends ▪ Using Teams and Quality Circles to Design Programs ▪ Using the Principles of CPM and PERT ▪ Applying Zero-base Budgeting to Programming ▪ Creating and Presenting a Program Budget
7	How to Organize for Results Relating Structure to Objectives and Programs How the Human Resource Department Serves Management Getting the Right People in the Right Jobs Doing the Right Things
8	Quantitative Methods <ul style="list-style-type: none"> ▪ The Fundamentals of Decision Making ▪ Applying Statistics

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- Using Break Even Analysis
 - Using Inventory Management Methods
 - Applying Linear Programming
 - Using Pro Forma Financial Statements

9 How to Control for Results

- Creating Information Systems that Provide a Basis for Control
- Using “Five Whys” for Process Re-engineering
- Comparing Performance with Objectives, Programs and Budgets
- Judging the Value of QA and QC Tools
- Using “Dashboard” Systems
- Incorporating ISO

10 How to Lead for Results

- Applying Various Theories of Leadership
- Identifying Leadership Potential
- Holding Yourself Accountable for Results
- Giving Credit to Others
- Applying the Principles of Individual and Group Problem Solving
- Applying Principles of Motivation
- Applying Principles of Communication

11 Final Exam

Optional Text

Practicing Leadership Principles and Applications, 3rd edition, by Arthur Shriberg, David Shriberg, Richa Kumari. Wiley, 2005. ISBN-13: 978-0471656623

Choose an electronic or print version (used or new) from any bookseller.

Recommended Readings and Resources

- Questia Online Library <http://www.questia.com>
- The Free Management Library <http://www.managementhelp.org/> or university library
- Management, Inventing and Delivering Its Future, MIT Sloan School, 2003
- The Practice of Management, Peter Drucker, 1954
- Project Management Step by Step, Larry Richman, 2002
- Excellence in Financial Management, Matt Evans
- McKinsey Quarterly
- Harvard Business Review
- The Wall Street Journal
- Business Week
- Fortune Magazine
- Boston Consulting Group
- Bizzier Professional Training
- The Economist
- The Economist Intelligence Unit
- Academy of Management Journal
- Academy of Management Review
- The Management Review
- <http://management.about.com/cs/begintomanage/l/blglossary.htm>
- Balanced Score Card
- Behaviorism & Classical Conditioning
- Book and Market Value
- Break Even Analysis
- Critical Path Method Regression Analysis
- Expectancy Theory
- Expected Value
- Exponential Smoothing
- GE Matrix
- Gross Profit & Gross Margins
- Growth-Share Matrix
- Historical Analog Forecasting
- Inventory Controls
- ISO and Total Quality Management
- Just in Time Manufacturing
- Life Cycle Analysis
- Linear Programming
- Management by Objective
- Market Share Model
- Moving Averages
- Off List Pricing
- Panel Consensus Forecasting
- Price Earnings Ratio
- Systems Analysis
- Time Series Analysis
- Trade Shows
- Trend Analysis
- Bible
- CIA Factbook
- Competitor Tracking Services

- Dow Jones Sustainability Index
- Dunn & Bradstreet
- Edgar & Spredgar
- Fortune Magazine
- Industrial Associations
- McKinsey Quarterly
- National Trade Data Base
- OSHA
- Quick MBA and MBA Net
- Q'uran
- Report Gallery
- SOS Math
- STAT USA
- Thomas Register
- U.S. Industrial Outlook
- United Nations
- Valueline
- World Bank
- World Economic Forum

Credits - John Cragin, Ph.D.

International Business & Business Strategy Advisor
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Current Employment: Chief Executive Officer, Vertical Learning Curve, LLC of Oklahoma City, OK

- DOB: Dec. 6, 1947 in Los Angeles, California
- Wife: Rebecca Cragin, CPA. Chief Accountant, Potawatomi Nation, certified municipal financial officer, certified in oil & gas royalty management
- Daughter: Rebekah Kim Cragin, B.A., MA, Ph.D. (Cambridge) senior consultant with Rand Corporation in Washington DC, specializing in foreign affairs and counter terrorism
- Daughter: Bethany Cragin-Day, B.A., MFA (Baylor), actress, director, playwright

Education

- Yamato High School, Japan
- Oklahoma Baptist University, B.A., 1969 (Social Psychology, Magna Cum Laude)
- University of Oklahoma, Ph. D., 1980 (Management, specialty in International Business and Sino-American relations)

Academic Experience

- Full professor, taught 15 years at graduate and undergraduate levels in USA and abroad: Oklahoma Baptist University, University of Oklahoma, Chinese University of Hong Kong, Northeastern State University (Oklahoma), Southwest Baptist University (Missouri)
- Subjects: Business Strategy, Management, International Business, International Finance, Advertising, Sales & Marketing, Organizational Behavior, Research Methods, Small Business Management, Personnel Administration, Ethics, Introduction to Business

Management/Administrative Experience

- 2006-present CEO, Vertical Learning Curve, LLC
- 2000-2005 Director and Partner in Dunatos Inc., a learning technology company producing and distributing technology-based education and training tools.
- 1998-1999 Director of International Operations, Central Plastics Company. As an upper level manager, worked closely with Board, President, Vice President to manage international operations including extensive travel in Asia and South America.
- 1990-1998 President of Global Options International, a consulting firm with office in Russia and Brazil, specializing in emerging market development.
- 1990-1998 Developer of Moscow Economic School system in Moscow, Russia (two schools)

- 1980-1990 President, Management Technologies International Inc. a business consulting specializing in China.
- 1985-1990 Developer of MTI private corporate school system in China (seven schools)

Research and Writing

Over his career as a business teacher and consultant, Dr. Cragin has found a ready readership for his academic and professional research and writing. His works have been published in Asia, Australia, Canada, and Europe, as well as the United States. While a more complete list of the articles published by Dr. Cragin is available, representative titles and descriptions are included here:

- Downsizing and Performance in Public Funded Organizations.
- The Nature of Importance Perceptions. This seminal study was published by the prestigious journal *Organization Behavior and Human Performance*. It reviews theories and research in human values, then proceeds to test a complex cognitive model of importance perceptions. Much of the model is supported by the research, cultivating new ground for research in such areas as human motivation and decision making.
- Productivity and Competitiveness in Stable and Turbulent Economic Environments. This work was published in the *International Journal of Management*.
- Contemporary Advertising Attitudes and Practices in China. The first study of its kind, published in the *European Marketing Research Journal*.
- Unsatisfactory Satisfaction Theories is a comprehensive review of the theories of worker satisfaction and its impact on performance. Published in the *Hong Kong Journal of Business*.
- Administrative Investment and Organization Performance.
- Social Ethics and the Emergence of Advertising in China. Published in *Journal of Business Ethics*.
- Management Technology Absorption in China.
- International Dimensions of experiential teaching, 2000 (contributing chapter)
- Management for a New Generation, Zondervan book published in 2002, 2006, 2007
- Strategy for a New Generation, released in 2003, new edition in 2005, 2006, 2007
- On Kingdom Business, Crossway Publishing, 2003 (contributing chapter)
- Team Based Learning, Praeger Publishing, 2003 (contributing chapter)
- Team Based Learning, Stylus Publishing, 2004
- Great Commission Companies, Article for *Christianity Today*, 2004
- International Business for a New Generation, digital text and course materials, 2007
- Pillars, a real-time business simulator for training and education
- Public and Private Sector Managers' Attitudes toward Compensation.
- Motivation and Productivity in China.
- Straight Talk about Doing Business in China.
- Performance Appraisal in Multi-Cultural Organizations.
- Organization Size, Work Context, and Employee Satisfaction.
- Work: Pain, Pleasure, and Purpose.
- Teaching Organization Behavior in China.
- The Progressive Professional.
- Service Portfolio Analysis for Social Welfare.
- Performance and the Worker-Work Interface.

Professional Consultation

Dr. Cragin has served as a consultant to industry and government around the world. Here are a few of the consultations in some cases accompanied by brief descriptions. Cragin's consulting work has taken him to 40 countries on behalf of companies in a wide variety of industries. This partial listing does not include projects for the governments of Britain, Australia, New Zealand, Canada, and China.

- Kerr-McGee Corporation. Competitive marketing which established a significant competitive advantage for KM in a vital \$20m business.
- Hong Kong Trade Association.
- Tianjin City Investment Development Program. This city of 9 million called upon Dr. to help develop a program to attract foreign investment. The project called for work with top city leaders to analyze and evaluate various strategies for attracting foreign investment.
- Triangle Flatware Company. Consultation an immediate tripling of sales revenues. The project involved extensive research of producers, distributors, and buyers in Hong Kong, Taiwan, Korea, Japan, and the United States.
- Sheraton Hotels (several projects)
- Detroit Edison (human resource management)
- Hong Kong Government (several projects for several departments)
- United States Department of Commerce, Trade Development Program. Directed three separate consulting project for the US government, resulting in widely used publications in the areas of telecommunications, industrial process controls, and others. The consultation required an analysis of the competitive opportunities which existed for American firms and direction for penetration strategies.
- Ely Lilly. This large chemical - drug firm employed Cragin to analyze market potential for in China.
- APC Inc. This billion dollar firm resource management and manufacturing firm hired Cragin to evaluate the feasibility and market potential for a \$30 million investment in Indonesia.
- Pittsburg Plate Glass. Fortune 500 firm was preparing to make a \$100 million investment. Dr. Cragin evaluated the potential sites for this investment. The responsibility for the project was especially heavy given the size of the planned investment. The work involved travel in Thailand, the Philippines, Singapore, Japan, and many locations in China.
- Exxon Chemicals. Fortune 500 firm, employed Cragin to assist with development of a 20 year strategic plan.
- Arrow Forklift Parts. The largest distributor of forklift parts in North America, AFP employed Cragin to develop low-costs sources for a major line of parts, ultimately purchasing over \$2 million of parts from the sources developed. This consulting involved a great deal of time on factory floors in numerous locations. Much of this effort was given to quality control issues (a highly specialized and technical part of the management field). Negotiations, trouble shooting, international shipping, and communications were also involved.
- Hong Kong Telephone, Cable & Wireless (several projects)
- Central Plastics Company. This local international firm hired Cragin to evaluate the potential of a joint venture in China. Ten years later, Cragin was hired to help plan and set up a Central Plastics manufacturing and sales operation in China.
- Peavey Corporation.
- W.H. Stewart Company. Large sheet metal fabricator providing precision cabinets for Lucent Technologies, project involved finding and qualifying joint venture partner in Brazil.

- Express Personnel Services. Billion dollar company sought opportunity to franchise its operations in Brazil. End product was all groundwork to establish the franchise.
- Plasma Environmental Technologies. High-tech environmental firm provides advanced solutions to hazardous, medical, industrial wastes. Sought opportunity in South America. End product was three opportunities to sell/build plants.
- Elkins Telecom. Company provides build-out solutions for major cell phone providers in major cities. Sought competitive advantage in Venezuela markets. End product was complete report on all relevant costs, requirements, and connections for \$50M build out contract with Nokia.
- Wilspec Technologies. Company manufactures valves for heating and air conditioning industries. Project involved evaluation of alternatives for setting up manufacturing in China.
- George Washington Academy, Casablanca, Morocco

Presentations, Meetings, and Miscellaneous

- Speaking engagements at major professional conferences around the world:
- World Productivity Congress, Norway
- World Trade Conference, US
- China-USA Trade Development Congress, US
- East Asia Business Development Conference, Hong Kong
- Academy of Management, University of Southern California
- International Investment Strategy Conference, China
- Business Development Conference, China
- Action Management Conference, Indonesia
- Management Training Conference, Malaysia
- Executive Development Meetings, Russia
- China Trade Conference, Brazil
- International Business Development Seminars, China
- Entrepreneur of the Year, US, 1993, 1996
- Kingdom Business Forum, Virginia Beach
- Christian Business Faculty Association Meetings

References (More References Available Upon Request)

- Sam Hammons, JDD (President, Hammons Investment)
- Robert Pourchot (President, Central Plastics Company)
- C.K. Thong (President, Leadership Development International)
- Richard Rodgers (Legal Counsel, IBM)
- Stephen R. Ferrell (VP, New York Life)
- Kevin Garrett, (Coldstone Creamery)
- Dwight Nordstrom (Pacific Resources International)
- David Gillogly, Kent Humphreys, and Jeremie Kubicek (all in Oklahoma City)