

Management for Results

An Immersive Virtual Reality Learning Experience
2011-2012

Course Description

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 can be adapted for graduate or undergraduate levels.

Materials

Readings, assignments, problems and assessments are integrated into the courseware. Any additional materials will be assigned by the instructor at the start or during the course.

Course Outline & Assignments

Assignments will change from time to time as new resources become available, contemporary events have bearing on the topics, or the social, legal, or economic environments change.

INTRODUCTION (Module One, 1-2 hours)

FOUNDATIONS (Module Two, 10-12 hours)

- 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 Expectations
- How to Recognize Conflicts in Individual and Unit Objectives
- How Experienced Executives View Management Foundations

PLANNING (Module Three, 6-8 hours)

- 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

FORECASTING & BENCHMARKING (Module Four, 5-7 hours)

- Applying Forecasting Principles
- Qualitative Forecasting Methods
- Time Series Forecasting Methods
- Regression Forecasting Methods
- Markov Analysis Forecasting Methods

SELECTING AND SETTING OBJECTIVES (Module Five, 6-8 hours)

- 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

PROGRAMMING & SCHEDULING (Module Six, 3-5 hours)

- 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

HOW TO ORGANIZE FOR RESULTS (Module Seven, 4-6 hours)

- 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

QUANTITATIVE METHODS (Module Eight, 6-9 hours)

- The Fundamentals of Decision Making
- Applying Statistics
- Using Break Even Analysis
- Using Inventory Management Methods
- Applying Linear Programming
- Using Pro Forma Financial Statements

CONTROLLING FOR RESULTS (Module 9, 6-8 hours)

- 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

LEAD FOR RESULTS (Module 10, 6-8 hours)

- 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

COURSE REVIEW AND EXAM

Recommended Resources and Readings

- 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
- Boston Consulting Group
- Bizzier Professional Training
- the Economist Intelligence Unit
- Academy of Management Journal
- Academy of Management Review
- The Management Review
- <http://management.about.com/cs/begintomanage//blglossary.htm>
- CIA Factbook
- Report Gallery
- SOS Math
- STAT USA
- Thomas Register
- U.S. Industrial Outlook
- Valueline
- Dunn & Bradstreet