



Management Essentials

Syllabus

Management Essentials provides participants with key tools and techniques to become more effective managers and get things done. The course takes a process approach to managerial work and teaches managers how to artfully shape decision-making, implementation, learning and improvement, and change processes within their organizations.

Modules	Case Studies	Takeaways	Key Exercises
Module 1 A Process Perspective on Management	<ul style="list-style-type: none"> • Mount Everest - 1996 • Columbia's Final Mission • Leading Change at Fuerte Construction 	<ul style="list-style-type: none"> • Differentiate between the myths and realities of management • Adopt a process perspective towards managerial work • Leverage processes to your advantage 	<ul style="list-style-type: none"> • Small Group Process Analysis • Peer Feedback Exercise
Module 2 Shaping the Decision-Making Process	<ul style="list-style-type: none"> • The Bay of Pigs • Trouble at Talk of the Town Designs • The Cuban Missile Crisis 	<ul style="list-style-type: none"> • Analyze the decision-making process and diagnose potential pitfalls • Identify the key drivers that enhance your chance at making a good decision • Utilize a range of different managerial levers to improve individual and group decision-making 	<ul style="list-style-type: none"> • Small Group Decision-Making Simulation • 1-on-1 Decision-Making Simulation • Peer Feedback Exercise
Module 3 Implementing for the Present and Learning for the Future	<ul style="list-style-type: none"> • Healthcare.gov: The Crash and the Fix • The 2010 Chilean Mining Rescue • The U.S. Army's After-Action Reviews 	<ul style="list-style-type: none"> • Detect and diagnose common causes of poor implementation of plans and projects • Identify the stages of implementation and what you must do in each to get the job done • Recognize the role that learning plays in organizational performance, improvement, and innovation 	<ul style="list-style-type: none"> • Giving Feedback Exercise • Giving and Receiving Advice Exercise • Delegation Exercise • Conduct your own Review • Peer Feedback Exercise
Module 4 Managing and Leading Change	<ul style="list-style-type: none"> • Scaling Up N12 Technologies • Growing Pains at Stroz Friedberg • Paul Levy: Turning Around the Beth Israel Deaconess Medical Center (BIDMC) 	<ul style="list-style-type: none"> • Recognize the drivers of organizational change • Identify the common stages of most successful change processes • Manage change in growing businesses • Lead change in large organizations 	<ul style="list-style-type: none"> • Capstone Assignment: Small Group Consulting Simulation • Peer Feedback Exercise

Learning requirements: In order to earn a Certificate of Completion, participants must thoughtfully complete all 4 modules by stated deadlines.