



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

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