



# Management Essentials

*Effective management is essential for all teams and organizations to accomplish their goals.*

Harvard Business School Online's Management Essentials is designed to elevate your managerial skills through a distinctive, hands-on approach to management. In the course, you'll learn to identify, analyze, design, and influence critical organizational processes as a means of getting work done and achieving results. Working through real-world challenges faced by managers across a variety of industries, you'll focus on four of the most essential processes for managers: decision-making, implementation, organizational learning, and change management. By the end of the course, you will be able to:

- **Implement** strategies, plans, projects, and initiatives more effectively
- **Lead** change in organizations of varying sizes
- **Design, direct, and shape** various organizational processes to your advantage
- **Influence** the context and environment in which decisions get made
- **Recognize** the advantages of taking a "process perspective" toward managerial work
- **Engage** with like-minded peers from around the globe and world-class content developed by Harvard Business School faculty

## Quick Facts

- **A distinctive online program designed to make you a more effective manager**
- **4 modules of study over 8 weeks**
- **Approximately 40 hours of total learning time**
- **Certificate of Completion from Harvard Business School Online**

## Who is this course for?

Management Essentials is intended for individuals at all stages of their careers who would like to gain the tools and techniques necessary to become an effective manager. While people management experience is not necessary, experience with complex organizational projects and activities involving groups or teams is expected.

## About the Harvard Business School Faculty



**David A. Garvin**

*C. Roland Christensen Professor of Business Administration*

Professor Garvin was an influential and prolific scholar whose distinguished career at Harvard Business School spanned almost four decades. His research focused on business and management processes; the design and leadership of large, complex organizations; and graduate management education.



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## Syllabus

Modules		Case Studies	Takeaways	Key Exercises
Module 1	<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>
Module 2	<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>
Module 3	<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>
Module 4	<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: Turnng 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>• Small Group Consulting Simulation</li> <li>• Peer Feedback Exercise</li> </ul>