

Developing Managerial Effectiveness

April 18-23, 2010
October 17-22, 2010



Program Objectives

The main emphasis of the Developing Managerial Effectiveness program is on guiding managers to a better understanding of their contribution to the overall success of their organizations. Participants emerge from the program with a broadened set of leadership skills and an expanded perspective on strategic, financial, and leadership issues.

Who Should Attend

Developing Managerial Effectiveness is designed for managers who are directly responsible for the performance of a business unit or department. The program also addresses the challenges of functional managers and those who lead in a matrix organization.

Program Benefits

Developing Managerial Effectiveness improves your contribution in these key areas:

- Understanding and implementing business unit strategy
- Making financially sound business decisions
- Leading others to attain critical goals and improve performance
- Developing your personal management/leadership style

Hands-On Learning

Developing Managerial Effectiveness includes a business simulation exercise. In a risk-free environment, participant teams apply newly-learned concepts to running their own electronics manufacturing company. External forces in the simulated marketplace impact the team's daily operational and strategic decisions. At the end of the week, the most profitable company gets their "contract" renewed.

Application is a catalyst for mastery. This activity drives home key learnings of the program by:

- Developing strategic thinking
- Building competitive awareness
- Reinforcing financial fundamentals
- Demonstrating the overall interaction of various parts of a business
- Measuring the effectiveness of team-based decisions

Program Content

Developing Managerial Effectiveness focuses on:

- **Strategic Management**
 - Understanding the competitive environment
 - Developing core capabilities
 - Working within new organizational forms
 - Merging strategy and structure
- **The Leader's Role**
 - Management styles
 - Manager's roles and responsibilities
 - Organizational culture
 - Role in strategy implementation
- **Financial Planning and Control**
 - Financial Control Systems
 - Analysis of financial statements
 - Capital budgeting
- **Managerial Leadership**
 - Team building
 - Communication and relationship management
 - Performance management
 - Motivational techniques
 - Encouraging employee commitment
- **Conflict Management**
 - Styles for handling conflict
 - Creating solutions to complex situations
- **Decision-Making Styles**
 - Decision-making techniques
 - Organizational impacts on decision-making
- **Computerized Business Simulation**

"I have to admit that prior to the attending the course, I was a little apprehensive since I have my MBA and have taken various management courses over the years. However, I did get a lot out of this course, with it serving as a refresher in many areas and more importantly, challenging my old habits and paradigms. I also got a lot out of the individual personality profile and the negotiating skills section. Overall, the course exceeded my expectations and is definitely one of the better ones I've attended."

—Brian McGrath,
Director, Global Procurement,
Ashland Inc.

Faculty Leaders

Developing Managerial Effectiveness will be presented by top faculty members from Penn State and other leading institutions. Please visit <http://www.smeal.psu.edu/psep/dme.html> to view their vitae. Planned faculty include:

Charles Ninos, President, C. Joseph Ninos and Associates

Gary Bolton, Professor of Management Science, Smeal College of Business

Patrick Cataldo, Managing Director, Executive Education, Smeal College of Business

Dennis Gioia, Program Faculty Director, Professor of Management & Organization, and Chair, Department of Management & Organization, Smeal College of Business

Christopher Muscarella, Professor of Finance and L.W. "Roy" and Mary Lois Clark Teaching Fellow, Smeal College of Business

Edward Reutzel, Senior Associate Dean, Smeal College of Business

Related Programs

➤ Executive Management Program

This program integrates the knowledge, vision, and processes required of the senior executive to set business objectives and achieve results.

<http://www.smeal.psu.edu/psep/emp.html>

➤ Aligning Strategy, Leadership, and Culture: Keys to Competitive Advantage

Participants learn new ways of assessing appropriate operational focus, developing long-term direction, and leveraging human resource systems that promote organizational effectiveness and financial performance.

<http://www.smeal.psu.edu/psep/lwi.html>

➤ Executive Program for Women Leaders

This program covers distinctive and common challenges, opportunities, and potential derailers that women face in their work environments.

<http://www.smeal.psu.edu/psep/epwl.html>

➤ Coaching Skills for High Performance

This intensive program provides the skills and techniques required to coach personnel to achieve their peak performance.

<http://www.smeal.psu.edu/psep/cshp.html>

Program Dates

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Program Hosts

Since 1954, organizations and individuals around the world have turned to **Penn State Executive Programs** to meet their leadership development needs. Drawing on the vast resources of one of the nation's top universities and the internationally ranked Smeal College of Business, executives and senior managers develop capabilities that translate into strategic creativity, effective leadership, innovation, and efficient business processes. We are currently ranked among the very best executive education providers by major publications including The Economist and BusinessWeek. Please visit <http://www.smeal.psu.edu/psep/> for more information.

Location

These five-day programs will be conducted at the Penn State University Park campus in State College, Pennsylvania, and held in private, modern executive education facilities. Lodging is included at the historic Nittany Lion Inn.

Fees

The program fee for Developing Managerial Effectiveness is \$7,150. This includes all instructional materials, private room accommodations, and meals.

We support team participation to maximize the impact of learning. Teams of three or more receive significant savings for each additional participant. Please call for details on all of our special participation options.

We accept MasterCard, Visa, Discover, and American Express.



Registration

Class size is limited. Reserve space via phone or e-mail (Phone: 814-865-3435; Toll Free: 800-311-6364; FAX: 814-865-3372; E-mail: psep@psu.edu). Then apply online at <http://php.smeal.psu.edu/psep/apply/>