MANAGEMENT DEVELOPMENT PROGRAM

- Location: Knoxville, Tennessee
- Duration: Two Weeks
- Dates: October 15-20; November 12-17, 2000
- Tuition: $6,350 (includes meals and lodging)

1. PARTICIPANT PROFILE
The Management Development Program is designed for managers from functional areas who want to broaden and improve their managerial skills. The program is appropriate for both experienced managers and individuals being developed for managerial positions. Participants should have an understanding and appreciation of basic management concepts, as well as some previous management experience.

2. OVERVIEW
Many managers are well trained in, and thoroughly familiar with, the details involved in managing their own functional area. However, in today’s competitive market, a manager with a single functional focus is becoming obsolete. Most organizations now recognize the value of managers who possess a multi-functional perspective. The Management Development Program is designed to help managers broaden their understanding of such important areas as marketing strategy, quality/productivity management, product costing, communications and building viable, functioning teams. The result is managers who are prepared to bring more innovative approaches to decision making and who are ready to assume additional responsibilities.

3. KEY OBJECTIVES
- Provide managers with a multi-functional broadening program which is not focused on any particular management discipline or type of organization
- Increase awareness of the need to accept responsibility for the continuous improvement of the organization’s operations
- Broaden the perspective, skills, understanding, and capability of individuals to manage effectively in a competitive, dynamic, global environment
- Enhance management skills involved in leading individuals, groups and organizations
- Sharpen established techniques so that the participants understand that an organization’s existence depends upon meeting parameters which customers value

4. METHODS OF INSTRUCTION
Instructors provide a balance of theory and application through such action learning techniques as interactive lectures, question-and-answer sessions, case studies and small-group exercises.

5. FACULTY
Course instructors include faculty of The University of Tennessee, as well as nationally-recognized professors from other universities.
6. FACILITIES
Classes are held in the executive classrooms of The University of Tennessee Center for Executive Education. These facilities are specifically designed for group-interaction programs.
Accommodations are single-occupancy rooms at a nearby hotel.

7. SPECIAL FEATURES
This program is designed to ensure the active involvement of each attendee. Enrollment is limited to ensure maximum participation.

8. COURSE CONTENT
Three integrated learning themes permeate the two-week program:
Theme one: Developing Successful Managers.
Throughout the program, participants will examine critical leadership skill areas. These areas will include development and effective use of power; understanding and managing work group dynamics; managing change; managing organizational networks; and managing diversity. Participants will experience a variety of learning formats, including experimental exercises, case studies, role playing and group exercises, to refine and strengthen their managerial skills and abilities.

Benefits to the participant include:
► An understanding of the skills areas required of an effective manager in the ever-changing world of business
► An assessment of the participant’s own organizational skills

Benefits to the organization include:
► A manager with an understanding of his or her skills and abilities
► A manager who is better able to anticipate the interpersonal and interorganizational conflicts caused by constant change

Theme two: The Fundamentals of Business Analysis and Strategic Positioning.
Two important elements of the program deal with the development of internal and external analytical skills. The managers of tomorrow must understand the role of accounting, financial markets and instruments, and the concepts, methodologies and applications for evaluating and improving the performance of the organization.

Benefits to the participant include:
► The ability to understand financial statements
► The ability to use cost information for strategic and operational analysis
► An understanding of how to identify cost, time and quality of activities
► The ability to redesign cross-functional systems or processes using an activity-by-organization matrix and activity-cost-by-time chart
Benefits to the organization include:

- A manager with a broader knowledge of the various internal functions and external forces which shape and drive businesses
- A methodology which can be implemented to improve the overall performance of the organization

Theme three:
Customer Value and Effective Strategic Thinking.

Customer value is the basis upon which an organization must build in order to succeed in the global environment. Managers must understand the basic concepts of customer value and strategic planning and how to integrate that knowledge in key decision making.

Benefits to the participant and organization include:

- A basic understanding of strategic planning and execution
- A fundamental knowledge of customer value and the relationship of marketing to the strategic plans of the organization
- Practice in analyzing, understanding and presenting organizational information

See course schedule attached.

9. HOW TO APPLY
To apply, please call or fax the Center for Executive Education at 865-974-5001, or fax 865-974-4989. Or visit our web site at http://mdc.bus.utk.edu.

10. CONTACT
For more information on the Center for Executive Education, please call or write:

Telinda Jackson
The University of Tennessee
Center for Executive Education
708 Stokely Management Center
Knoxville, TN 37996-0575

Phone: (865) 974-5001
FAX: (865) 974-4989
E-mail: mdc@utk.edu

11. WEB SITE
Visit the Center for Executive Education and its offerings at our web site:
http://mdc.bus.utk.edu

12. RELATED COURSES
Executive Development Program
Engineer/Scientist as a Manager
Project Management: Beyond the Techniques
Sales Forecasting

Competitive Challenges.
Real-World Solutions.
<table>
<thead>
<tr>
<th>SUNDAY</th>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30-8:00 a.m. Vans leave for campus</td>
<td>7:30-8:00 a.m. Vans leave for campus</td>
<td>7:30-8:00 a.m. Vans leave for campus</td>
<td>7:30-8:00 a.m. Vans leave for campus</td>
<td>7:30-8:00 a.m. Vans leave for campus</td>
<td></td>
</tr>
<tr>
<td>8:10-9:40 a.m. Manager and Strategy (cont.) Miller/Mentzer</td>
<td>8:10-9:40 a.m. Marketing, Planning &amp; Management Parr</td>
<td>8:10-9:40 a.m. The Lean Enterprise</td>
<td>8:10-9:40 a.m. The Challenge of Leadership (LP Exercise) Dewhirst/Roberts</td>
<td>8:10-11:30 a.m. Developing Team Strategic Decision Skills:</td>
<td></td>
</tr>
<tr>
<td>9:40-10:00 a.m. Break</td>
<td>9:40-10:00 a.m. Break</td>
<td>9:40-10:00 a.m. Break</td>
<td>9:40-10:00 a.m. Break</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:00-11:30 a.m. Team Analysis Miller/Newbert</td>
<td>10:00-11:30 a.m. Marketing, Planning &amp; Management Mentzer</td>
<td>10:00-11:30 a.m. The Lean Enterprise Parr</td>
<td>10:00-11:30 a.m. Developing Organizations Roberts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11:30 a.m.-1:00 p.m. Lunch</td>
<td>11:30 a.m.-1:00 p.m. Lunch</td>
<td>11:30 a.m.-1:00 p.m. Lunch</td>
<td>11:30 a.m.-1:00 p.m. Lunch</td>
<td>11:30 a.m.-1:00 p.m. Lunch</td>
<td></td>
</tr>
<tr>
<td>4:30-6:00 p.m. Registration</td>
<td>1:00-2:30 p.m. Understanding Consumer Value &amp; Satisfaction Gardial</td>
<td>1:00-2:30 p.m. The Lean Enterprise (Lean Demonstration) Parr</td>
<td>1:00-2:30 p.m. Designing Organizations Dewhirst Roberts</td>
<td>1:00-2:30 p.m. Leadership Model Roberts</td>
<td></td>
</tr>
<tr>
<td>5:30-6:00 p.m. Reception</td>
<td>2:30-2:45 p.m. Break</td>
<td>2:30-2:45 p.m. Break</td>
<td>2:30-2:45 p.m. Break</td>
<td>2:30-2:45 p.m. Break</td>
<td></td>
</tr>
<tr>
<td>3:00-4:30 p.m. Understanding Consumer Value Gardial</td>
<td>2:45-4:15 p.m. Marketing, Planning &amp; Management Mentzer</td>
<td>2:45-4:15 p.m. The Lean Enterprise</td>
<td>2:45-5:30 p.m. &quot;Outdoor Challenges&quot; Roberts</td>
<td>2:45-4:15 p.m. Leadership Applications Roberts</td>
<td></td>
</tr>
<tr>
<td>4:15-4:45 p.m. Break</td>
<td>4:15-4:45 p.m. Break</td>
<td>4:15-4:45 p.m. Break</td>
<td>4:15-4:45 p.m. Break</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6:00-7:00 p.m. Dinner Miller</td>
<td>4:45-6:00 p.m. Team Presentations Miller</td>
<td>4:15-5:30 p.m. Hospitality</td>
<td>5:30-9 p.m. Dinner “Debrief” Dewhirst/Roberts</td>
<td>4:15 p.m. Adjourn</td>
<td></td>
</tr>
<tr>
<td>7:00-8:30 p.m. Manager and Strategy Miller</td>
<td>6:00-6:15 p.m. Vans depart for dinner</td>
<td>6:00-6:15 p.m. Vans depart for dinner Evening</td>
<td>Free</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6:15-7:30 p.m. Dinner</td>
<td>6:15-7:30 p.m. Dinner</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7:30-9:00 p.m. Hospitality</td>
<td>7:30-9:00 p.m. Hospitality</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# THE MANAGEMENT DEVELOPMENT PROGRAM SCHEDULE

## Week Two

<table>
<thead>
<tr>
<th>SUNDAY</th>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30-8:00 a.m. Vans leave for campus</td>
<td>7:30-8:00 a.m. Vans leave for campus</td>
<td>7:30-8:00 a.m. Vans leave for campus</td>
<td>7:30-8:00 a.m. Vans leave for campus</td>
<td>7:30-8:00 a.m. Vans leave for campus</td>
<td></td>
</tr>
<tr>
<td>8:10-9:45 a.m. Managing Projects A new paradigm Dewhirst</td>
<td>8:10-9:45 a.m. Understanding Financial Statements Behn</td>
<td>8:10-9:45 a.m. Effective Cost Management Behn</td>
<td>8:10-9:45 a.m. Managerial leadership Yorks</td>
<td>8:10-9:45 a.m. Case Studies x In Leadership, Taking Charge &amp; Managing Change Dewhirst</td>
<td></td>
</tr>
<tr>
<td>9:30-11:00 a.m. Check-In</td>
<td>9:45-10:00 a.m. Break</td>
<td>9:45-10:00 a.m. Break</td>
<td>9:45-10:00 a.m. Break</td>
<td>9:45-10:00 a.m. Break</td>
<td></td>
</tr>
<tr>
<td>11:00 a.m.-12:30 p.m. Lunch</td>
<td>10:00-11:30 a.m. Managing Projects A new paradigm Dewhirst</td>
<td>10:00-11:30 a.m. Understanding Financial Statements Behn</td>
<td>10:00-11:30 a.m. Effective Cost Management Behn</td>
<td>10:00-11:30 a.m. Leadership Issues &amp; Taking Charge Yorks</td>
<td></td>
</tr>
<tr>
<td>12:30-1:00 p.m. Group departs for SMC</td>
<td>11:30 a.m.-1:00 p.m. Lunch</td>
<td>11:30 a.m.-1:00 p.m. Lunch</td>
<td>11:30 a.m.-1:00 p.m. Lunch</td>
<td>ADJOURN</td>
<td></td>
</tr>
<tr>
<td>1:00-2:30 p.m. Managing Change Dewhirst</td>
<td>1:00-2:30 p.m. Making Heroes Roberts</td>
<td>1:00-2:30 p.m. Effective Cost Management Behn</td>
<td>1:00-2:30 p.m. Leadership: Using Power and Influence Yorks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2:45-4:15 p.m. Managing Change Dewhirst</td>
<td>2:45-4:15 p.m. Making Heroes Roberts</td>
<td>2:45-4:15 p.m. Using A Balanced Approach Dewhirst</td>
<td>2:45-4:15 p.m. Leadership and Participation In Change Roberts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4:15-4:45 p.m. Break/SMC</td>
<td>4:45-5:30 p.m. Hospitality Roberts</td>
<td>4:45-6:00 p.m. Effective Cost Management Behn</td>
<td>4:45-6:00 p.m. Leading Change And Transition Yorks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5:30-5:40 p.m. Depart for dinner</td>
<td>5:30-5:40 p.m. Depart for dinner</td>
<td>6:00-6:15 p.m. Vans depart for dinner</td>
<td>6:00-6:15 p.m. Vans depart for dinner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5:45-6:45 p.m. Dinner Roberts</td>
<td>6:00-6:15 p.m. Dinner Edwards</td>
<td>6:15-7:30 p.m. Dinner Roberts</td>
<td>6:15-7:30 p.m. Dinner Roberts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7:00-8:30 p.m. Team Exercise Roberts</td>
<td>7:00-8:30 p.m. Leadership Challenge Roberts</td>
<td>8:30-9:15 p.m. Hospitality</td>
<td>8:30-9:15 p.m. Hospitality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8:30-9:15 p.m. Hospitality</td>
<td>7:30-9:00 p.m. Hospitality</td>
<td>7:30-9:00 p.m. Hospitality</td>
<td>7:30-9:00 p.m. Hospitality</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>