

BUSINESS MANAGEMENT

Course of Study for BMA1

Description: This Course of Study outlines the sequence of learning activities to help you demonstrate competence in the subject area of *Management and Operations Management*. Your competence will be assessed as you complete a series of performance tasks (BMA1). Depending on your educational background and work experience, this Course of Study can take up to eleven weeks. Following this document sequentially is an important part of your assessment preparation. This tool is designed to help you become an independent learner by providing multiple learning methods. These steps may be completed more quickly than shown below as determined in consultation with your mentor.

Introduction

Welcome to the Business Management Course of Study! BMA1 is a performance assessment that requires students to complete eleven performance tasks focusing on Quality Management, Operations Management, Innovation and Change, Strategic Management and Organizational Behavior. My name is Keith Wade and I will serve as your Academic Mentor as you work with this Course of Study in preparation for the BMA1 Performance Assessment. I have worked in Management for over 15 years, as well as having taught for the past ten years, both online and in the classroom. I am here to support your learning through this Course of Study, and look forward to working with you.

I am available to answer questions, provide guidance, and help solve problems, so do not hesitate to contact me during office hours:

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Office Hours Monday, Wednesday, Thursday and Friday from 8 am – 5 pm EST
..... Tuesday from 11 am to 8 pm EST

Overview

Why is it important that a manager know how to use tools and interpret data around cost and quality of products and services? For a manager to make effective decisions, he or she needs to know how to evaluate whether producing more goods and services is cost effective. The manager needs to know how to identify and solve problems related to quality of products and services. In this course of study, you will examine the role that quality and quality management plays in producing and delivering products and services. You will learn how to use operations management tools like control charts and run diagrams to analyze a situation. Going beyond using tools that interpret data, you will study how to manage innovation and change in the workplace and how to think about business processes from a strategic standpoint. Once you have successfully completed this COS you will be ready to submit your performance tasks that relate to Quality Management, Operations Management, Innovation and Change, Strategic Management, and Organizational Behavior for grading in TaskStream.

PLEASE NOTE: This Course of Study is a dynamic document that is updated on a regular basis. As you work through the Course of Study, make certain you check to

make sure you are using the most current version of the document found by clicking on the “Start Here” button on the AAP Learning Resources

Required Learning Resources

- Bateman, T., & Snell, S. (2009). *Management: Leading & collaborating in the competitive world* (8th ed.). New York, NY: McGraw-Hill Publishing. ISBN-13: 9780073381428 (Note: the 7th edition- ISBN: 9780072923308 may also be used).
- Evans, J.R. & Dean, J. W. (2005). *Total quality: Management, organization and strategy* (4th ed.). Cincinnati, OH: South-Western Publishing Co. ISBN: 9780324301595.
- Kreitner, R., & Kinicki, A. (2007). *Organizational behavior* (7th ed.). New York, NY: McGraw-Hill Publishing. ISBN-13: 9780073224350
- Stevenson, W. J. (2007). *Operations management* (9th ed.). New York, NY: McGraw-Hill Publishing. ISBN: 9780073290942

(All four textbooks are also used for the BMO1/OBC1/QDC1 Assessments for the Concepts in Business Management Course of Study)

- SkillSoft/Skillport Library
- Management and Organizational Behavior Learning Community

Competencies:

Competency 304.1.3: Cost-Quality Relationship

The graduate understands the relationship between costs and quality.

Competency 304.1.5: Quality Initiatives

The graduate understands quality initiatives and ways to improve performance.

Competency 304.2.1: Graphical Charts

The graduate understands the types and uses of graphical charts in operations management.

Competency 304.2.4: System Operation and Control

The graduate is knowledgeable about operating and controlling the system.

Competency 304.4.1: Change and Innovation Theories

The graduate is knowledgeable about theories related to innovation and change.

Competency 304.4.4: Managing Innovation

The graduate is knowledgeable about managing innovation.

Competency 304.5.1: Strategic Planning

The graduate is knowledgeable about strategic planning as a part of the strategic management process.

Competency 304.6.3: Working with Individuals and Groups

The graduate is knowledgeable about strategies for working with individuals and groups in an organization.

WEEK 1

Subject: **Preparing for Success**

Subject Description: In order to successfully complete BMA1 you need the appropriate resources to support your learning. The various Learning Resources included in this COS are essential of your success as they will provide the necessary knowledge to complete the required BMA1 tasks.

Topic: **Acquire Learning Resources**

Instructions: Arrange to obtain or enroll in the Learning Resources listed below so there will be no delays in your studies. These items are essential for you as the COS will guide you week-by-week in the use of these resources.

Activity: **Order textbooks**

Listed below are the textbooks you will need for this COS. You are welcome to order them through the WGU Bookstore or other book seller – but you will need them as you move through this COS.

- Bateman, T., & Snell, S. (2009). *Management: Leading & collaborating in the competitive world* (8th ed.). New York, NY: McGraw-Hill Publishing. ISBN-13: 9780073381428 (Note: the 7th edition- ISBN: 9780072923308 may also be used).
- Evans, J.R. & Dean, J. W. (2004). *Total quality: Management, organization and strategy* (4th ed.). Cincinnati, OH: South-Western Publishing Co. ISBN: 9780324301595.
- Kreitner, R., & Kinicki, A. (2007). *Organizational behavior* (7th ed.). New York, NY: McGraw-Hill Publishing. ISBN-13: 9780073224350
- Stevenson, W. J. (2007). *Operations management* (9th ed.). New York, NY: McGraw-Hill Publishing. ISBN: 9780073290942

Activity: **Access the SkillSoft/Skillport Library**

The SkillSoft Library contains a Module that will assist you in preparing or the assessment – this are listed below, and is also included in Week 2. New students are automatically enrolled in SkillSoft during EWB. All students will use their WGU student portal login and password to access SkillSoft at: <http://wgu.skillport.com/>. Talk to your mentor if you need additional information regarding your SkillSoft account. For additional information on using your SkillSoft account, read the “Using Your SkillSoft Account” document at: [https://web5.wgu.edu/aap/content/Using%20the%20SkillSoft%20Library%20\(2\).doc](https://web5.wgu.edu/aap/content/Using%20the%20SkillSoft%20Library%20(2).doc)

Logging on to SkillSoft: Log into SkillSoft and access the following modules, which are listed in this Course of Study (COS):

OPER0141 Quality Improvement

Login to SkillSoft: <http://wgu.skillport.com>

1. Enter the module number listed in the various sections of this GLT in the “search for” box.
2. Click on the course
3. Read the SkillSoft Lesson overview.
4. Take the SkillSoft course pre-test for each section where available.
5. Complete the modules where your pre-test scores are low.
6. Take the post tests after completing all of the modules.
7. For additional information, review the SkillBriefs, Job Aids and Books 24/7 associated with each module.

Activity: Join the Management and Organizational Behavior Learning Community

Learning Communities are an integral part of the WGU learning experience. The Management and Organizational Behavior Learning Community provide opportunities to learn through communication with the facilitator and other students. Any time you have a question about the content in this Course of Study, contact the community facilitator for assistance. Community facilitators and other students will not provide answers, but will engage you in discussion to help you clarify and extend your understanding of important concepts. And you will find specific assignments in this Course of Study that direct you to the Management and Organizational Community. Check with your mentor that you have been enrolled in the Community.

Enroll in the Community: Request your mentor to enroll you in the Management and Organizational Community.

Activity: Discuss TaskStream Enrollment with Your Mentor

Throughout this Course of Study you will need to complete performance assessments in TaskStream to demonstrate your competence. In order to obtain the instructions for each task and to submit your work, you will need to be enrolled in TaskStream. Students who finish EWB in any month and successfully matriculate will have their TaskStream accounts created by the 15th of the following month. TaskStream will automatically send an email to you with your account information. This email will also include log in information. Additional information on TaskStream can be found in the Student Portal on the “Resources” tab at the bottom of the page. Look for the “TaskStream Help” link. Contact your mentor to go over these TaskStream processes and requirements.

Link to the “TaskStream Help” document:

http://www.wgu.edu/wgu/student/TaskStream_documents.asp

Week 2

Quality Management

Quality Management is a management strategy aimed at integrating quality initiatives into and throughout organizational processes. The quality management approach is centered on using quality programs to ensure long-term success through increased customer satisfaction. During this week, you will begin your studies of Quality Management as you learn about the relationship between quality and costs.

Background Information

Depending on the type of job you have, you may be very familiar with Six Sigma or have never heard of the concept. Six Sigma is a statistical tool used in total quality management to analyze the causes of product defects. Sigma is a Greek letter used to designate the estimated standard deviation or variation in a process (The higher the "Sigma" level, the lower the amount of variation.). The product defects analyzed may include anything that results in customer dissatisfaction --for example, late delivery, wrong shipment, or poor customer service. At Six Sigma, a product or process is defect free 99.99966 percent of the time or less than 3.4 defects or mistakes per million (Bateman & Snell, 2007). Six Sigma or Lean Manufacturing processes are being adopted by many different types of businesses. It is no longer just used for manufacturing facilities. Service providers like hospital and hotels have also adopted these strategies in an effort to provide quality services to customers.

Competency 304.1.3: Cost-Quality Relationship

The graduate understands the relationship between costs and quality.

Topic: Quality Management and Cost/Benefit Analysis

Objectives:

When you have completed Chapter 10, you will be able to answer the following questions:

- What is the difference between cost and quality?
- What are the steps involved for a company to plan effectively?

Activity: Textbook Reading

Read Chapter 10 Quality Control in the Operations Management textbook. Pay particular attention to the relationship between cost and quality.

Activity: Internet Exercises

Review the external websites on costs and quality listed below. Take notes on how costs and quality are related.

http://www.mindtools.com/pages/article/newTED_08.htm
<http://management.about.com/cs/money/a/CostBenefit.htm>

After reviewing the websites, you should understand how to quantitatively evaluate a course of action.

Activity: SkillSoft Modules

Complete the following SkillSoft Modules and accompanying Job Aids and SkillBriefs:
OPER0401 The Who, What & Why of ISO 9000:2000
OPER0141 Six Sigma: Reducing Variation to Improve Quality

Activity: BMA1 Practice Problem

Complete the BMA1 practice problem provided at the following web address:
<https://web5.wgu.edu/aap/content/BMA1%20Task%201%20Practice%20Problem.pdf>

When completing the practice problem, let the following questions guide your work:

1. How many defective units are being produced each year?
2. Considering the \$10 Million total cost associated with passing defective units, and assuming that all of the listed costs should be included in the calculations, what is the average total cost per defective unit?
3. What is the maximum number of defective units that can pass without detection and still keep the cost of passing defective units from exceeding \$1 Million (one percent of sales)?
4. How many defective units must be detected by inspection and eliminated?
5. How many lots must be inspected in order to identify the defective units that must be eliminated?
6. What costs should be included in the “costs associated with defects?”
7. Is the goal of 1% of sales as defined in this specific situation realistic? Can that goal be achieved by inspection?

Topic: Quality Improvement and Costs of Quality

As a consumer, you can relate the concepts about quality improvement and costs that are addressed in this week. You may have purchased products that were defective when you took the products out of the packages or you may have purchased products that performed exceptionally well. Companies want to increase long-term success through increased customer satisfaction. Customer satisfaction hinges on increasing the quality of products and services provided to the customer. As a consumer consider how a company’s attitude toward costs and quality affect the products and services that you purchase in the marketplace.

The quality management approach is centered on using quality programs to ensure long-term success through increased customer satisfaction. The first three tasks for BMA1 focus on Quality Management.

Objectives:

When you have completed reading Chapter 3 Total Quality, Competitive Advantage, and Strategic Management in the Total Quality textbook and Chapter 9 Management of Quality in the Operations textbook, you will be able to:

- Define terms associated with quality
- Differentiate between quality management and quality improvement
- Recognize the relationship between costs and quality
- Identify the costs of poor quality

Activity: SkillSoft

Complete the following SkillSoft modules and accompanying Job Aids and SkillBriefs:

OPER 0403 Quality Minded Management
OPER0406 Continued Quality Improvement

Activity: Internet Exercise

View the following video and take notes for use when completing the performance task.

URL: http://findarticles.com/p/articles/mi_qa3629/is_199509/ai_n8720937

Activity: Study Journal

Review the first BMA1 task in TaskStream. In your study journal, list all the points that you studied in this week's material that relate to the task. At the end of this course of study, you will use the notes from your study journal along with the textbooks to complete each of the performance tasks.

WEEK 3

Quality Management-Quality Initiatives

The activities for week 3 will continue to introduce you to the concepts associated with Quality Management.

Background Information

Quality Management is a management strategy aimed at integrating quality initiatives into and throughout organizational processes. The quality management approach is centered on using quality programs to ensure long-term success through increased customer satisfaction. Task three for BMA1 focuses on Quality Management.

Competency 304.1.5: Quality Initiatives

The graduate understands quality initiatives and ways to improve performance.

Topic: Quality Initiatives

When you have completed Chapters 2 and 9 in the Quality textbook, you will be able to:

- Describe quality initiatives and ways to improve performance
- Discuss the key issues addressed in each of the seven categories for performance
- Identify the key components managers must possess in order to make quality decisions?

Activity: Internet Exercise:

Review the following website and answer the question, what is Six Sigma.

URL:

http://www.isixsigma.com/sixsigma/six_sigma.asp

Activity: Textbook Readings

Read Chapter 9 in Operations Management and Chapter 3 in Quality Management.

After reading the chapters, you should be able to:

- Give an overview of process improvement methods.
- Explain how graphical charts are used in operations management
- List the uses of cause and effect diagrams

Activity: Internet Activities

Review information on Cause and Effective Diagrams at the following websites:

URLs:

<http://www.skymark.com/resources/tools/cause.asp>

http://www.mindtools.com/pages/article/newTMC_03.htm

Activity: Study Journal

Review the BMA1 task 304.2.1-08 in TaskStream. In your study journal, list all the points that you studied in this week's material that relate to the task. At the end of this course of study, you will use the notes from your study journal along with the textbooks and other resources to complete each of the performance tasks.

WEEK 4

Operations Management-Cause and Effect Diagrams

During this week, you will study how cause and effective diagrams are used to evaluate problems.

Background Information: This section will help you prepare the second of four Operations Management tasks (Task 5: 304.2.1-09) for BMA1.

Competency 304.2.1: Operations Management

The graduate can determine the types and uses of graphical charts in operations management.

Topic: Graphical Charts

Objectives: When you have completed Week 5 you will be able to:

- List the types and uses of Cause and Effect Diagrams used in Operations Management.

Activity: Mastering Concepts

Description: Read Chapter 7: Total Quality and Organization Theory in *Total Quality Management*

Activity: Interrelationship and Relations Diagrams

Review interrelationship and relations diagrams at the following websites:

URLs:

<http://web2.concordia.ca/Quality/tools/17interdiagram.pdf>

http://www.skymark.com/resources/tools/relations_diagram.asp

Activity: Project Management Techniques

Complete SkillSoft Module, proj_01_a01_bs_enus. Project Management

Activity: Study Journal

Review the first BMA1 task in TaskStream. In your study journal, list all the points that you studied in this week's material that relate to the task. At the end of this course of study, you will use the notes from your study journal along with the textbooks to complete each of the performance tasks.

WEEK 5

Operations Management-Affinity Diagrams

The activities for Week 6 will complete your work with the concepts associated with developing Affinity Diagrams and prepare you to submit the next BMA1 task into TaskStream.

Background Information: This section will help you prepare the third Operations Management task (Task 6: 304.2.1-10) for BMA1.

Competency 304.2.1: Operations Management

The graduate can determine the types and uses of Affinity Diagrams in operations management.

Topic: Operations Management-Graphical Charts-Affinity Diagrams

Objectives: When you have completed Week 6, you will be able to:

- Describe the types and uses of Affinity Diagrams used in Operations Management.

Activity: Total Quality

Read Chapter 7: Total Quality and Organization Theory in *Total Quality Management*.

Activity: Management of Quality

Read Chapter 9: Management of Quality in *Operations*

Activity: Affinity Diagrams

Review the use of affinity diagrams at the following websites:

<http://www.balancedscorecard.org/files/affinity.pdf>

<http://mot.vuse.vanderbilt.edu/mt322/Affinity.htm>

<http://www.asq.org/learn-about-quality/idea-creation-tools/overview/affinity.html>

Activity: Study Journal

Review the first BMA1 task in TaskStream. In your study journal, list all the points that you studied in this week's material that relate to the task. At the end of this course of study, you will use the notes from your study journal along with the textbooks to complete each of the performance tasks.

WEEK 6

Operations Management-Forecasting

Subject Description: The activities for Week 7 will complete your work with the concepts associated with developing forecasting and prepare you to submit the next BMA1 task into TaskStream.

Background Information: This section will help you prepare the fourth and final task of the Operations Management tasks (Task 7: 304.2.4-02) for BMA1.

Competency 304.2.2: Operations

The graduate is knowledgeable about operating and controlling the system.

Topic: Graphical Charts-Affinity Diagrams

Objectives: When you have completed Week 7, you will be able to:

- Describe the types and uses of forecasting methods used in Operations Management.

Activity: Forecasting Methods

Read Chapter 3 in the Operations Text book.

Activity: How to Find Moving Averages:

Review the following websites to see examples of how to find moving averages.

URLs:

http://cs.gmu.edu/cne/modules/dau/stat/mvavgs/mma_bdy.html

<http://online.sfsu.edu/~aelimam/ba412/ompractice.htm>

<http://www.meadinkent.co.uk/xlwtdavg.htm>

<http://www.investopedia.com/terms/w/weightedaverage.asp>

Activity: Quiz: Various forecasting techniques displayed.

Complete the online quizzes for the supplement to chapter 3 on the *Operations Management* companion site listed below.

URLs:

[http://highered.mcgraw-](http://highered.mcgraw-hill.com/sites/0072869054/student_view0/chapter3/mixed_quiz.html)

[hill.com/sites/0072869054/student_view0/chapter3/mixed_quiz.html](http://highered.mcgraw-hill.com/sites/0072869054/student_view0/chapter3/mixed_quiz.html)

[http://highered.mcgraw-](http://highered.mcgraw-hill.com/sites/0072869054/student_view0/chapter3/multiple_choice_quiz.html)

[hill.com/sites/0072869054/student_view0/chapter3/multiple_choice_quiz.html](http://highered.mcgraw-hill.com/sites/0072869054/student_view0/chapter3/multiple_choice_quiz.html)

Activity: Study Journal

Review the BMA1 task 304.2.4-02 in TaskStream. In your study journal, list all the points that you studied in this week's material that relate to the task. At the end of this course of study, you will use the notes from your study journal along with the textbooks to complete each of the performance tasks.

WEEK 7

Innovation and Change – Part 1

Subject Description: The activities for Week 8 will complete your work with the concepts associated with Innovation and Change to prepare you to submit the next BMA1 task into TaskStream.

Background Information: This section will help you prepare the first task of the Innovation and Change tasks (Task 8: 304.4.1-01) for BMA1.

Competency 304.4.1: Innovation and Change

The graduate is knowledgeable about theories related to change and innovation.

Topic: Innovation and Change

Objectives: When you have completed Week 8, you will be able to:

- List some external and internal forces that warrant organizational change.

Activity: Read about Innovation and Change

Read Chapter 15 (Communicating in Management) and 18 (Creating and Managing Change) in the Management textbook (Bateman)

Activity: Read about Managing Change

Read Chapter 18 Managing Change in the Organizational Behavior textbook.

Activity: Website Exercise

Review the following websites for information on Employee Attitude and Empowerment and Team Building and Positive Employee Attitudes in the Workplace External URL's:

URLs:

<http://ezinearticles.com/?Importance-of-Communication-in-an-Organization&id=423299>

http://www.sideroad.com/Management/employee_attitude.html

Activity: SkillSoft Exercise

Complete the following SkillSoft Modules:

lead_01_a07_bs_enus- Leadership and Change

LEAD0123-Energizing and Empowering Employees

Activity: Study Journal

Review the BMA1 304.4.1-01 task in TaskStream. In your study journal, list all the points that you studied in this week's material that relate to the task. At the end of this course of study, you will use the notes from your study journal along with the textbooks to complete each of the performance tasks.

WEEK 8

Innovation and Change – Part 2

Subject Description: The activities for Week 9 will complete your work with the concepts associated with Innovation and Change to prepare you to submit the next BMA1 task into TaskStream.

Background Information: This section will help you prepare the 1st task of the Innovation and Change tasks (Task 8: 304.4.4-01) for BMA1.

Competency 304.4.4: Innovation and Change

The graduate is knowledgeable about theories related to change and innovation.

Topic: Innovation and Change

Objectives: When you have completed Week 9 you will be able to:

- Describe why organizations experience many different types of changes. Sometimes external sources dictate change and other times it's a force within the company that warrants organizational change

Activity: Mastering Concepts

Read Chapter 7 (Entrepreneurship) and 17 (Managing Technology) in the Management textbook (Bateman).

Activity: Mastering Concepts

Read Chapter 18 (Managing Change) in the Organizational Behavior textbook.

Activity: Website Exercise

Explore the following URL's:

Entrepreneurial Organizations Defined

http://www.1000ventures.com/business_guide/mgmt_inex_entreorg.html

Are you building an *entrepreneurial* organization?

<http://www.bizonline->

[content.com/BizResourceOnline/Wachovia/displayarticle.asp?id=158&clientid=8&categoryid=2](http://www.bizonline-content.com/BizResourceOnline/Wachovia/displayarticle.asp?id=158&clientid=8&categoryid=2)

Activity: SkillSoft Exercise

Complete SkillSoft Modules, PD0031 and PD0030-Innovation

Activity: Study Journal

Review the BMA1 task 304.4.4-01 in TaskStream. In your study journal, list all the points that you studied in this week's material that relate to the task. At the end of this course of study, you will use the notes from your study journal along with the textbooks to complete each of the performance tasks.

WEEK 9

Strategic Management

Subject Description: The activities for Week 10 will complete your work with the concepts associated with Strategic Management to prepare you to submit the next BMA1 task into TaskStream.

Background Information: This section will help you prepare task on Strategic Management (Task 10: 304.5.1-08) for BMA1.

Competency 304.5.1: Strategic Management

The graduate is knowledgeable about strategic planning as a part of the strategic management process.

Topic: Strategic Management

Objectives: When you have completed Week 10 you will be able to:

- Explain why Strategic Planning is vital for a Company's success

Instruction: Your study of Strategic Management includes resources from your textbook and SkillSoft/Skillport and external websites.

Activity: Mastering Concepts

Read Chapter 5 (Ethics) and 18 (Creating and Managing Change) in the Management (Bateman) textbook.

Read Chapter 3 in the Organizational Behavior textbook.

Activity: Strategic Management Decision Making

Review the following URL's. What do you learn about corporate responsibility and strategy making and their responsibility to society at large?

URLs:

Corporate Citizenship, Social Responsibility, Responsiveness and Performance
<http://home.business.utah.edu/mgtab/BS-02.ppt>

Reactive vs. Proactive Change:

<http://www.referenceforbusiness.com/management/Pr-Sa/Reactive-vs-Proactive-Change.html>

Activity: Study Journal

Review the BMA1 304.5.1-08 task in TaskStream. In your study journal, list all the points that you studied in this week's material that relate to the task. At the end of this course of study, you will use the notes from your study journal along with the textbooks to complete each of the performance tasks.

WEEK 10

Organizational Behavior

Subject Description: The activities for Week 11 will complete your work with the concepts associated with Organizational Behavior to prepare you to submit the next BMA1 task into TaskStream.

Background Information: This section will help you prepare task on Organizational Behavior (Task 10: 304.6.3-07) for BMA1.

Competency 304.6.3: Organizational Behavior

The graduate is knowledgeable about strategies for working with individuals and groups in an organization.

Organizational Behavior

Objectives: When you have completed Week 11 you will be able to:

- List the different types of strategies for working with individuals and groups in an organization.

Instruction: Your study of Strategic Management includes resources from your textbook and SkillSoft/Skillport and external websites.

Activity: Managerial Communications

Read Chapter 15 in the Management textbook (Bateman).

Activity: Mastering Concepts

Read Chapter 14 in the Organizational Behavior

Activity: Barriers to Effective Communication:

Review the following websites on barriers to effective communication:

URLs:

<http://www.rsc-ne-scotland.ac.uk/ie/Who%20Am%20I%203/Who%20Am%20I%203-590.htm>

<http://web.cba.neu.edu/~ewertheim/interper/commun.htm>

<http://www.agecon.ag.ohio-state.edu/people/erven.1/HRM/communication.pdf>

Activity: Organizational Behavior SkillSoft Modules

Complete the following SkillSoft Modules:

COMM03a04_bs_enus-Enhancing Listening Skills

COMM0023- Improving Your Cross-Cultural Communications

Activity: Study Journal

Review the BMA1 304.6.3-07 task in TaskStream. In your study journal, list all the points that you studied in this week's material that relate to the task. At the end of this course of study, you will use the notes from your study journal along with the textbooks to complete each of the performance tasks.

Conclusion

Congratulations! You have finished your studies in quality, operations management, organizational behavior and innovation and change!

What are the major points that you should take away from this course of study? You should be able to do the following:

- Explain the differences between cost and quality
- List the steps a company has to take to plan effectively
- Describe quality initiatives and ways to improve performance
- Discuss the key issues addressed in each of the seven categories for performance
- Identify the key components managers must possess in order to make quality decisions.
- List the types and uses of graphical charts used in Operations Management.
- List the types and uses of Cause and Effect Diagrams used in Operations Management.
- Describe the types and uses of Affinity Diagrams used in Operations Management
- Describe the types and uses of forecasting methods used in Operations Management.
- Describe why organizations experience many different types of changes. List some external and internal forces that warrant organizational change.
- Explain why Strategic Planning is vital for a Company's success
- List the different types of strategies for working with individuals and groups in an organization.

Transfer/Application

As a future leader in business, your duties will include planning, organizing, leading and controlling the activities within an organization. In this course of study, you learned why strategic planning is important to company success. You learned about quality initiatives and how quality is used to control outcomes in a company. From the planning perspective, you learned about strategic planning and how to forecast future event. Finally, you learned how to manage change. Change is a constant in all organizations. Learning the reasons why organizations change and strategies for change management will be vital skills in any organization. The skills that you have mastered as part of this course of study are only the beginning of your studies as a business leader. To be an effective leader in business, you must build on these skills by reading, participating in training opportunities, and joining professional organizations.

So what are your next steps? Follow the steps below to submit your performance tasks in TaskStream.

TaskStream

Finalize your Performance Tasks

- Finalize each of your documents for the performance tasks.
- Run spell-check and remove all green and red lines from the documents.
- Check your formatting to make sure that you have used the same format throughout the document.
- Read the material closely to make sure that your sentences are clear and concise and that your graphs are labeled properly.
- If you used references, make sure that you cite them using APA style.
- Save each task in a separate document with the following naming convention: student number last name BMA1 Task # (For example, 55455 Smith BMA1 Task 304.2.4-02)

Self score your task using the scoring rubrics in TaskStream. In TaskStream, each task has a posted scoring rubric. Review your work using the provided scoring rubric, which is the same rubric that the grader uses to score your task. Make sure that your work meets the minimum requirements as set out by the scoring rubric.

Submit your task in TaskStream to be graded. After a few days, check on the status of your task. If the grader did not pass the task, your mentor will send it back to you for review and resubmission with corrections. If there are any areas where you do not understand a concept, please check with the Course of Study Academic Mentor for assistance.