



Your competence will be assessed as you complete the objective assessment (BMO1). This course of study represents 15 competency units and may take up to 16 weeks to complete.

Introduction

As a current or future manager, you have to understand how critical your role is to the success of the organizations you work with and to society in general. Caproni (2005) writes that management theorist, Henry Mintzberg got it right when he said that no job is more important to business and our society than the job of a manager. Managers determine whether our social institutions serve us well or whether they squander our talents and resources.

As a student of management, you will learn theories, skills, and tools that will help you to become a better manager. This course of study takes you beyond introductory concepts to more sophisticated and complex material in the areas of organizational behavior, operations management, strategy, and quality management. You will be able to immediately apply the skills that you learn to management situations.

This course of study is a guide to assist you in gaining the competencies necessary to pass the assessment and become competent in management. The course of study lists the primary resources you need to learn the material, gives study advice, and provides opportunities to reflect on the material leading you to mastery of the competencies.

Outcomes and Evaluation

There are 23 competencies covered by this course of study; they are listed in the "[Competencies for Business Management Concepts \(BMO1\)](#)" page.

You will complete the following assessments as you work through the course of study.

Objective Assessment

You will complete the following objective assessment:

- BMO1

For specific information about this assessment, select this course under the "Course Details" section of your Degree Plan.

Preparing for Success

The information in this section is provided to help you become ready to complete this course of study. As you proceed, you will need to be organized in your studies, competent in the indicated areas, and ready to pass the final assessments.

Your Learning Resources

Enroll in or order the learning resources for this course as early as possible so as to give them time to arrive and give you enough time to become familiar with them.

Automatically Enrolled Learning Resources



You will be automatically enrolled at the activity level for the following learning resources. Simply click on the links provided in the activities to access the learning materials.

VitalSource E-Texts

The following textbooks are available to you as e-texts within this course of study. You will be directly linked to the specific readings required within the activities that follow.

- Bateman, T., & Snell, S. (2010). *Management: Leading & collaborating in the competitive world* (9th Ed.). New York: McGraw-Hill Publishing. ISBN: 9780078137242
- Hitt, M.A., & Ireland, R.D., & Hoskisson, R.E. (2006). *Strategic management: Competitiveness and globalization concepts* (8th Ed.).
- Kreitner, R. & Kinicki, A. (2010). *Organizational behavior* (9th Ed.). New York: McGraw-Hill. ISBN: 978-0-07-353045-1
- Stevenson, W. J. (2007). *Operations management* (10th Ed.). New York, NY: McGraw-Hill Publishing. ISBN: 9780073290942

Note: These e-texts are available to you as part of your program tuition and fees, but you may purchase hard copies at your own expense through a retailer of your choice. If you choose to do so, please use the ISBN listed to ensure that you receive the correct edition.

SkillSoft and Books 24x7

You will access SkillSoft items at the activity level within this course of study. For more information on accessing SkillSoft items, please see the "[Accessing SkillSoft Learning Resources](#)" page.

Purchase Learning Resources

Listed below are the learning resource materials you will need to obtain.

Textbooks

Purchase the following textbooks:

- Evans, J.R. & Dean, J. W. (2004). *Total quality: Management, organization and strategy* (4th Ed.). Cincinnati, OH: South-Western Publishing Co. ISBN: 9780324301595

Note: The WGU Bookstore has these books available for immediate purchase and delivery. To purchase these from the WGU bookstore, use the "Buy Now" link on the LR tab. You may shop at other online bookstores, but be sure to order early and use the ISBN listed to ensure that you receive the correct edition.

Other Learning Resources

You will use the following learning resources for this course of study.

WGU Library E-Reserves

This course of study utilizes resources located in the WGU Library E-Reserves, with articles available for you to download. For instructions on how to access WGU Library E-Reserves, see the "[Accessing WGU Library E-Reserves](#)" page.



The following e-reserve materials will be used in this course of study:

- Thompson, A. & Strickland, A.J. (2001). "Sequence the steps in the process for setting strategic goals" in *Crafting and Executing Strategy: text and readings*. (12th Ed.). McGraw-Hill/Irwin, p. 4.
- Thompson, A. & Strickland, A.J. (2001). "Classify strategic goals by time frame" in *Crafting and Executing Strategy: text and readings*. (12th Ed.). McGraw-Hill/Irwin, p. 40.
- "Managing Change and Transition, Strategic Change Reading" in *Managing Change and Transition* (2003). Harvard Business School Publishing Corporation.
- Bateman, T. & Snell, S. (2004). *Management: The Competitive Landscape*. (6th Ed.). Boston: McGraw-Hill/Irwin, p.150-151.
- Bateman, T and Snell, S. (2004). *Management: The Competitive Landscape*. (6th Ed.). Boston: McGraw-Hill/Irwin, p. 231.
- Certo, S.C. (2000). "Guidelines for building trust" in *Modern Management* (8th Ed.). Upper Saddle River, NJ: Prentice Hall.
- Certo, S.C. (2000). "Creativity and innovation" in *Modern Management* (8th Ed.). Upper Saddle River, NJ: Prentice Hall.

Additional Preparation

There are many different learning tools available to you within your course of study in addition to the learning resources already discussed. Take the time to familiarize yourself with them and determine how best to fit them into your learning process.

Message Boards, Learning Communities, Study Notes, FAQs

Message boards, learning communities, study notes, and FAQs are available in every course of study.

Use the "[Additional Learning Tools](#)" page to review these tools.

Course Mentor Assistance

Course mentors are available to help you. Their job is to aid understanding in areas where you need to improve and to guide you to learning resources. Request their help as needed when preparing for assessments.

Course mentors cannot provide reviews of entire assessments. If you fail assessment attempts, review the provided feedback first, then ask the course mentor specific questions about what you can do to meet the competency standard. Request course mentor assistance as necessary in preparing for second attempts at objective assessments or performance task revisions. Mentors cannot guarantee you pass as they do not evaluate assessments; however, they can provide the assistance and advice necessary to help you succeed.

Organizational Behavior

Organizational behavior focuses on the study of how individuals and groups behave in an organization. It is the study of the relationship between people and organizations.



The organizational behavior section will focus on how companies can build competitive advantage by using human resources to achieve organizational goals. Organizational behavior deals with the interaction of people and organizations. The field of organizational behavior is dedicated to understanding how people work, why they work, and what factors influence a person's ability to work.

Competencies covered by this subject

304.6.1 - Personal Attributes

The graduate is knowledgeable about the influences personal attributes have on organizational behavior.

Organizational Behavior

As a manager, you will work with individuals with diverse backgrounds. Understanding how personal attributes like morals and values influence the behavior of individuals will be critical to your success as a manager. It is only through understanding personal attributes that you can hope to motivate and lead employees.

As you study this topic, ask yourself the following questions. Why is diversity important? How are demographic trends changing the workforce? How can you as a manager help create an organizational culture that leads to strong economic performance?

Context, Culture, Socialization, and Mentoring

Read the following chapter in *Organizational Behavior*:

- [chapter 1 \("Organizational Behavior: The Quest for People-Centered Organizations"\)](#)

Complete the textbook online quiz for chapter 1 and review the flash cards.

Organizational Culture and Leadership

Complete the following SkillSoft module:

- [LEAD0122 - Organizational Culture and Leadership](#)

Review the associated SkillBriefs and Job Aids.

Organizational Culture, Socialization and Mentoring

Read the following chapter in *Organizational Behavior*:

- [chapter 3 \("Organizational Culture, Socialization and Mentoring"\)](#)

Organizational Behavior: Managing Diversity

Managing diversity is important in order to attract and retain the most qualified candidates for an organization.

Competencies covered by this subject



304.6.3 - Working With Individuals and Groups



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

Organizational Behavior: Diversity and Personalities

Individuals within a company are unique and they bring their own personalities to work groups. As you have noticed, some individuals work well together and others do not. While studying this topic, you will learn why companies want to increase diversity and how individual behavior affects groups within the enterprise. You will learn common pitfalls to avoid when assigning work groups.

As you study this topic, think about the following questions: Why should a manager hire individuals with diverse backgrounds? How does an individual's personality affect his or her ability to work within a group?

Organizational Behavior: Context, Culture, Socialization, and Mentoring

Read the following chapter in *Organizational Behavior*:

- [chapter 2 \("Managing Diversity: Releasing Every Employees Potential in Organizational Behavior"\)](#)

Complete the textbook online quiz and review the flash cards.

Designing a Diversity Initiative

Complete the following SkillSoft modules:

- [HR0023 - Designing a Diversity Initiative](#)
- [pd_04_a03_bs_enus: Problem Solving: Generating Alternatives](#)

Review the associated SkillBriefs and Job Aids.

Self-Concept, Personality, Abilities, and Emotions

Read the following chapter in *Organizational Behavior*:

- [chapter 5 \("Self-Concept, Personality, Abilities, and Emotions"\)](#)

Organizational Behavior: Values, Attitudes, Job satisfaction, Perception, and Motivation

Many factors affect the attraction, retention and motivation of employees. Differing value systems, attitudes, intentions and organizational commitments affect how an employee perceives their job.

Competencies covered by this subject

304.6.2 - Organizational Design and Behavior

The graduate understands the relationship between organization design and organizational behavior.

Organizational Behavior: Values, Attitudes, Job Satisfaction,



Perception, and Motivation

Have you noticed that what motivates one employee does not motivate another? Do you work with employees who have the same job duties, but who have very different levels of satisfaction with their jobs? As a manager, you can only be effective if you understand the role that values, attitudes, job satisfaction and perception play in employee behavior.

As you study this section of the course of study, ask yourself the following questions: How do individual differences affect job performance? Are there things that a manager can do to change the attitudes of employees? How do job duties affect employee satisfaction?

Organizational Behavior: Values, Attitudes, and Job Satisfaction

Read the following chapter in *Organizational Behavior*:

- [chapter 6 \("Values, Attitudes, and Job Satisfaction I"\)](#)

Social Perception and Attributions

Read the following chapter in *Organizational Behavior*:

- [chapter 7 \("Social Perception and Attributions"\)](#)

Goal Setting

Review the following materials on E-Reserve in the WGU Library:

- Thompson, A. & Strickland, A.J. (2001). "Sequence the steps in the process for setting strategic goals" in *Crafting and Executing Strategy: text and readings* (12th Ed.). McGraw-Hill/Irvin, p. 4.
- Thompson, A. & Strickland, A.J. (2001). "Classify strategic goals by time frame" in *Crafting and Executing Strategy: text and readings* (12th ed.). McGraw-Hill/Irvin, p. 40.

Foundations of Motivation

Read the following chapter in *Organizational Behavior*:

- [chapter 8 \("Foundations of Motivation"\)](#)

Organizational Behavior: Job Performance, Feedback, Rewards, Group Dynamics

Both intrinsic and extrinsic rewards can improve individual job performance. All of the factors discussed in previous subjects culminate in this section.

Performance management is a system-wide activity that involves integrating the activities of goal setting, monitoring and evaluation, feedback, coaching and rewarding employees.

Competencies covered by this subject

304.6.1 - Personal Attributes

The graduate is knowledgeable about the influences personal attributes have on organizational



behavior.

304.6.4 - Conflict Management

The graduate is knowledgeable about conflict management.

Organizational Behavior: Job Performance, Feedback, Rewards, Group Dynamics

Your study of organizational behavior includes resources from your *Organizational Behavior* textbook, SkillSoft, and the Management and Organizational Behavior Learning Community. Be sure to utilize each of these resources. They provide a broad range of viewpoints on the topics you will need to master in order to pass the BMO1 exam.

Improving Job Performance with Goals, Feedback, Rewards, and Positive Reinforcement

Read the following chapter in *Organizational Behavior*:

- [chapter 9 \("Improving Job Performance with Goals, Feedback, Rewards, and Positive Reinforcement"\)](#)

Complete the textbook online quiz and review the flash cards.

Managing Change and Transition

Review the following materials on E-Reserve in the WGU Library:

- "Managing Change and Transition, Strategic Change Reading" in *Managing Change and Transition*.

Group Dynamics

Read the following chapter in *Organizational Behavior*:

- [chapter 10 \("Group Dynamics"\)](#)

Innovation and Change

The activities for this subject will introduce you to the concepts associated with innovation and change.

Innovation and change include the study of influences on change within an organization. Businesses are experiencing change like never before. Globalization, increased competition, diversity among consumers, and the introduction of new technologies are just some of the forces driving organizational change. This section covers the behaviors and strategies used to successfully implement change within an organization.

Competencies covered by this subject

304.4.1 - Change and Innovation Theories

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

304.4.2 - Change Theory Application

The graduate is knowledgeable about how to apply change theory to implement change and monitor the progress of a planned change.

304.4.3 - Change vs. Transition



The graduate understands the difference between change and transition.



304.4.4 - Managing Innovation

The graduate is knowledgeable about managing innovation.

Innovation and Change

For an organization to remain competitive in the marketplace, the managers within the organization must create an environment that rewards innovation. In order to be innovative, organizations must also be flexible and willing to embrace change. Your role as a manager is to create opportunities for innovation and to implement changes as they occur. Your study in this section will focus on innovation and how change and transition are integral parts of innovative organizations.

As you study innovation and change, ask yourself these questions: What can I do as a manager to encourage innovation? Are there techniques or organizational structures that increase innovation? How is transition different from change? What are the steps in transition?

Managing Conflict in an Organization

Read the following chapter in *Organizational Behavior*:

- [chapter 13 \("Managing Conflict in an Organization"\)](#)

Organizational Change

Read the following chapter in *Organizational Behavior*:

- [chapter 15 \("Influence Tactics, Empowerment, and Politics"\)](#)

Complete the textbook online quiz and review the flash cards.

Creating Effective Organizations

Read the following chapter in *Organizational Behavior*:

- [chapter 17 \("Organizational Design, Effectiveness, and Innovation"\)](#)

Managing Change and Stress

Read the following chapter in *Organizational Behavior*:

- [chapter 18 \("Managing Change and Stress"\)](#)

Decision Making

Decision making focuses on the problems and decisions that managers are often called to make. Defining the problem is just one of many steps a manager must take to successfully make decisions for their organization. The many challenges associated with implementing solutions ethically and other barriers to problem solving are discussed in the decision making section.

Group patterns generally evolve over time. There are distinctive characteristics associated with the various stages of group development. Group size, the group mix, group norms and other



factors can affect group dynamics. A manager must be able to analyze the unique situations that pertain to groups, and develop and implement plans accordingly.

Competencies covered by this subject

304.3.1 - Analysis and Problem Solving

The graduate understands the issues and processes related to analyzing situations and developing and implementing solutions to problems.

304.3.2 - Decision-Making Tools

The graduate understands various approaches to decision making and the tools and processes that are used.

Decision Making

Your study of decision making includes resources from your *Organizational Behavior* textbook, SkillSoft, and the message board. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the BMO1 exam.

Teams and Teamwork

Read the following chapter in *Organizational Behavior*:

- [chapter 11 \("Teams and Teamwork"\)](#)

Individual and Group Decision Making

Read the following chapter in *Organizational Behavior*:

- [chapter 12 \("Individual and Group Decision Making"\)](#)

The Competitive Landscape

Review the following pages on E-Reserve in the WGU Library text, *Management: The Competitive Landscape*:

- pages 150-151
- page 231

Total Quality Management

Total quality management is a set of management practices geared toward ensuring that the organization consistently meets or exceeds customer requirements. Total quality management places a strong focus on process measurement and controls as means of continuous improvement. An organization's level of success depends upon how well it meets its customers' needs. It is critical that companies understand current and future customer needs, meet customer requirements, and strive to exceed customer expectations.

Competencies covered by this subject

304.1.1 - Quality Management Concepts

The graduate understands the concepts associated with quality management.

304.1.4 - ISO

The graduate is knowledgeable about the International Organization for Standards (ISO), a body dedicated to quality improvement.



Quality Management: Introduction and Framework

Your study of total quality management includes resources from your *Total Quality* textbook, SkillSoft, and the message board. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the BMO1 exam.

Total Quality in Organizations

Read the following chapter in *Total Quality: Management, Organization and Strategy*:

- chapter 1 ("Total Quality in Organizations")

Frameworks for Organizational Quality

Read the following chapter in *Total Quality: Management, Organization and Strategy*:

- chapter 2 ("Frameworks for Organizational Quality")

ISO 9000

Complete the following SkillSoft module:

- [OPER0401 - The Who, What and Why of ISO 9000:2000](#)

Review the associated SkillBriefs and Job Aids.

Baldrige, Six Sigma, and ISO: Understanding your Options

Review the following website:

- [Quality Programs](#)

Understand the key differences between Baldrige, Six Sigma, and ISO.

Journal Exercises

It is important that you understand the relationship between the total quality management concepts and theories. As a study tool, review the cases presented in chapters 1 and 2 in the textbook. Think about how the concepts you read in the chapters are applied in the case studies. Take notes in your journal as you review the cases.

Quality Management: Competitive Advantage, Strategic Management, Processes, and Controls

Total quality management is a set of management practices geared toward ensuring that the organization consistently meets or exceeds customer requirements. Total quality management places a strong focus on process measurement and controls as means of continuous improvement. An organization's level of success depends upon how well it meets its customers' needs. It is critical that companies understand current and future customer needs, meet customer requirements, and strive to exceed customer expectations.



Total quality is an organization-wide endeavor. The goal is to improve the quality of products and services, and it applies to all organizations in all industries.

Competencies covered by this subject

304.1.2 - Process Improvement Teams

The graduate understands how to form and use process improvement teams.

Quality Management: Competitive Advantage, Strategic Management, Processes and Controls

Your study of total quality management includes resources from your *Total Quality* textbook, SkillSoft, and the message board. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the BMO1 exam.

Total Quality, Competitive Advantage, and Strategic Management

Read the following chapter in *Total Quality: Management, Organization and Strategy*:

- chapter 3 ("Total Quality, Competitive Advantage, and Strategic Management")

Designing, Controlling, and Improving Organizational Processes

Read the following chapter in *Total Quality: Management, Organization and Strategy*:

- chapter 6 ("Designing, Controlling, and Improving Organizational Processes")

Six Sigma

Complete the following SkillSoft modules:

- [OPER0141 - Six Sigma: Reducing Variation to Improve Quality](#)
- [OPER0223 - Six Sigma: Lean Tools for Control](#)

Review the associated SkillBriefs and Job Aids.

Journal Exercises

It is important that you understand the relationship between the total quality management concepts and theories. As a study tool, review the cases presented in chapters 3 and 6 in the textbook. Take notes in your journal as you review.

Quality Management: Tools, Techniques, and Teamwork

Total quality management is a set of management practices geared toward ensuring that the organization consistently meets or exceeds customer requirements. Total quality management places a strong focus on process measurement and controls as means of continuous improvement. An organization's level of success depends upon how well it meets its customers' needs. It is critical that companies understand current and future customer needs, meet customer requirements, and strive to exceed customer expectations.

Total quality is an organization-wide endeavor. The goal is to improve the quality of products and services, and it applies to all organizations in all industries.



Competencies covered by this subject



304.1.3 - Cost-Quality Relationship

The graduate understands the relationship between costs and quality.

304.1.5 - Quality Initiatives

The graduate understands quality initiatives and ways to improve performance.

304.2.2 - Auditing Process

The graduate understands the auditing process and the desired outcomes for each phase in the auditing process.

Quality Management: Tools, Techniques, and Teamwork

Your study of total quality management includes resources from your *Total Quality* textbook, SkillSoft, and the message board. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the BMO1 exam.

Tools and Techniques for Total Quality

Read the following chapter in *Total Quality: Management, Organization and Strategy*:

- chapter 7 ("Tools and Techniques for Total Quality")

Quality Teamwork

Read the following chapter in *Total Quality: Management, Organization and Strategy*:

- chapter 8 ("Quality Teamwork")

Internal Auditing

Complete the following SkillSoft module:

- [FIN0233 - Principles of Internal Auditing](#)

Review the associated SkillBriefs and Job Aids.

Journal Exercises

It is important that you understand the relationship between the total quality management concepts and theories. As a study tool, review the cases presented in chapters 7 and 8 in the textbook. Take notes as you review. You will use the notes to review prior to taking the pre-assessment.

Strategic Management

Strategic management is a company-wide focus on the major functions within an organization in order to determine where an organization is going in both the near and the distant future. Identifying the factors that influence strategic planning as well as the steps and processes needed to successfully (and ethically) implement strategic goals are covered in this section.

Strategic management is an ongoing process. It involves developing a strategic vision and mission, setting objectives, and crafting, implementing, and evaluating strategies.

Competencies covered by this subject



304.5.1 - Strategic Planning



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

304.5.2 - Competitive Advantage

The graduate is knowledgeable about establishing and maintaining a competitive advantage.

Strategic Management: Introduction, External Environment, and Business Level Strategy

Your study of strategic management includes resources from your textbook, SkillSoft, and the Management and Organizational Behavior Learning Community. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the BMO1 exam.

Strategic Management and Strategic Competitiveness

Read the following in *Strategic Management: Competitiveness and Globalization Concepts*:

- [chapter 1 \("Strategic Management and Strategic Competitiveness"\)](#)

Complete the following textbook quiz:

- [chapter 1 online multiple-choice quiz](#)

The External Environment: Opportunities, Threats, Industry Competition and Competitor Analysis

Read the following chapter in *Strategic Management: Competitiveness and Globalization Concepts*:

- [chapter 2 \("The External Environment: Opportunities, Threats, Industry Competition and Competitor Analysis"\)](#)

Complete the following textbook quiz:

- [chapter 2 online multiple-choice quiz](#)

Business-Level Strategy

Read the following chapter in *Strategic Management: Competitiveness and Globalization Concepts*:

- [chapter 4 \("Business-Level Strategy"\)](#)

Complete the following textbook quiz:

- [chapter 4 online multiple-choice quiz](#)

Strategic Management Concepts

Review the following materials on E-Reserve in the WGU Library:



- "Guidelines for building trust" in *Modern Management*
- "Creativity and innovation" in *Modern Management*

Journal Exercises

It is important that you understand the relationship between the strategic management concepts and theories. As a study tool, review the experimental exercises presented in chapters 1, 2, and 4 in the textbook. Think about how the concepts you read about in the chapters can be applied in the experimental exercises. Take notes in your journal as you read and review.

Strategic Management (cont.)

Strategic management is a company-wide focus on the major functions within an organization in order to determine where an organization is going in both the near and the distant future. Identifying the factors that influence strategic planning as well as the steps and processes needed to successfully (and ethically) implement strategic goals are covered in this section.

Corporate-level strategy helps a firm gain a competitive advantage by selecting new strategic positions. All firms use one or more business-level strategies but there are also other strategies such as corporate-level, international, and cooperative that they may use to remain competitive. Competencies covered by this subject

304.5.1 - Strategic Planning

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

304.5.3 - Strategies

The graduate is knowledgeable about types, characteristics, implementation, and evaluation of strategies.

Strategic Management: Corporate Level Strategy, Organizational Structure, and Strategic Leadership

Your study of strategic management includes resources from your *Strategic Management* textbook, SkillSoft, and the message board. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the BMO1 exam.

Corporate-Level Strategy

Read the following chapter in *Strategic Management: Competitiveness and Globalization Concepts*:

- [chapter 6 \("Corporate-Level Strategy"\)](#)

Complete the following textbook quiz:

- [chapter 6 online multiple-choice quiz](#)

Organizational Structure and Controls

Rea the following chapter in *Strategic Management: Competitiveness and Globalization Concepts*:



- [chapter 11 \("Organizational Structure and Controls"\)](#)

Complete the following textbook quiz:

- [chapter 11 online multiple-choice quiz](#)

Strategic Leadership

Read the following chapter in *Strategic Management: Competitiveness and Globalization Concepts*:

- [chapter 12 \("Strategic Leadership"\)](#)

Complete the following textbook quiz:

- [chapter 12 online multiple-choice quiz](#)

Strategic Management Concepts

Review the following materials on E-Reserve in the WGU Library.

- "Sequence the steps in the process for setting strategic goals" in *Crafting and Executing Strategy: text and readings*
- "Classify strategic goals by time frame" in *Crafting and Executing Strategy: text and readings*

Journal Exercises

It is important that you understand the relationship between the strategic management concepts and theories. As a study tool, review the experimental exercises presented in chapters 6, 11, and 12 in the textbook. Think about how the concepts you read in the chapters are applied in the experimental exercises. Take notes for your journal.

Operations Management: Introduction, Competitiveness, and Forecasting

Operations management focuses on effectively and efficiently managing processes used to produce and distribute an organization's products and services. This topic includes a review of the different diagrams and charts that can be used to visually interpret business concepts. Audit planning, production site location and design, capacity planning, and work system design are also covered in this section.

Operations management involves the production part of the organization. It is also responsible for producing the goods or providing the services offered by the organization.

Competencies covered by this subject

304.2.4 - System Operations and Controls

The graduate is knowledgeable about operating and controlling the system.

Operations Management: Introduction, Competitiveness, and



Forecasting

Your study of operations management includes resources from your *Operations Management* textbook, SkillSoft, and the message board. Be sure to utilize each of these resources as they provide a broad range of viewpoints on the topics you will need to master in order to pass the BMO1 exam.

Introduction to Operations Management

Read the following chapter in the textbook *Operations Management*:

- [chapter 1 \("Introduction to Operations Management"\)](#)

Complete the following quiz at the companion website:

- [chapter 1 online multiple-choice quiz](#)

Competitiveness, Strategy and Productivity

Read the following chapter in *Operations Management*:

- [chapter 2 \("Competitiveness, Strategy and Productivity"\)](#)

Complete the following quiz at the companion website:

- [chapter 2 online multiple-choice quiz](#)

Forecasting

Read the following chapter in *Operations Management*:

- [chapter 3 \("Forecasting"\)](#)

Complete the following quiz at the companion website:

- [chapter 3 online multiple-choice quiz](#)

Journal Exercises

It is important that you understand the relationship between the operations management concepts and theories. As a study tool, review the critical thinking exercises presented at the end of chapters 1, 2 and 3 in the textbook. These critical thinking exercises will allow you to critically apply the information you learned in the chapters to a practical situation. Take notes in your journal as you complete the exercises.

Operations Management: Product and Service Design, Strategic Capacity and Process Selection, and Facility Layout

Operations management in this section focuses on satisfying the customer with effective



product and service design. Decisions made in this area impact operations and the organizations overall success.

Product and service design are closely tied to an organization's strategy. Cost, quality, time-to-market, customer satisfaction and competitive advantage are all components of product and service design.

Competencies covered by this subject

304.2.3 - Systems Design

The graduate is knowledgeable about designing systems.

Operations Management: Product and Service Design, Strategic Capacity and Process Selection, and Facility Layout

Fast-food restaurants are designed so that customers can quickly place their orders, get their food, and leave the restaurant. The process for preparing the food has been refined so waiting time is reduced and customers can be served quickly. Although your future as a manager may not include working in a fast-food restaurant, you are sure to be tasked with developing processes that maximize the use of resources in your company. In this section of the course of study, you will study how processes and facilities can be designed to meet the needs of the company.

Product and Service Design, Strategic Capacity and Process Selection, and Facility Layout

Read the following chapter in *Operations Management*:

- [chapter 4 \("Product and Service Design"\)](#)

Complete the following quiz at the companion website:

- [chapter 4 online multiple-choice quiz](#)

Managing Process Improvements

Complete the following SkillSoft modules:

- [OPER0124 - Understanding Processes](#)
- [OPER0126 - Managing Process Improvements](#)

Review the associated SkillBriefs and Job Aids.

Strategic Capacity Planning for Products and Services

Read the following chapter in the *Operations Management*:

- [chapter 5 \("Strategic Capacity Planning for Products and Services"\)](#)

Complete the following quiz at the companion website:

- [chapter 5 online multiple-choice quiz](#)



Process Selection and Facility Layout

Read the following chapter in the *Operations Management*:

- [chapter 6 \("Process Selection and Facility Layout"\)](#)

Complete the following quiz at the companion website:

- [chapter 6 online multiple-choice quiz](#)

Journal Exercises

It is important that you understand the relationship between the operations management concepts and theories. As a study tool, review the critical thinking exercises presented at the end of chapters 4, 5, and 6 in the textbook. These critical thinking exercises will allow you to critically apply the information you learned in the chapters to a practical situation. Take notes on your exercises and keep the notes in your journal for review later.

Operations Management: Work Systems, Location Planning and Analysis, and Management of Quality

Operations management in this section focuses on work design. The importance of work design is underscored by any organization's dependence on human efforts (i.e., work) to accomplish its goals. Work design is one of the oldest aspects of operations management.

This section will discuss designing jobs, measuring work, and establishing standards. You will also learn how motivation and compensation impact work systems.

Competencies covered by this subject

304.2.3 - Systems Design

The graduate is knowledgeable about designing systems.

Operations Management: Work Systems, Location Planning and Analysis, and Management of Quality

Why would a manager be concerned about where a company or a company's suppliers are located? Does it matter when a company's offices or production facilities are located? What role does quality play in a manager's job? In this section of the course of study, you are going to learn the answers to these questions.

Design of Work Systems

Read the following chapter in the *Operations Management*:

- [chapter 7 \("Design of Work Systems"\)](#)

Complete the following quiz at the companion website:



- [chapter 7 online multiple-choice quiz](#)

Location Planning and Analysis

Read the following chapter in the *Operations Management*:

- [chapter 8 \("Location Planning and Analysis"\)](#)

Complete the following quiz at the companion website:

- [chapter 8 online multiple-choice quiz](#)

Management of Quality

Read the following chapter in the *Operations Management*:

- [chapter 9 \("Management of Quality"\)](#)

Complete the following quiz at the companion website:

- [chapter 9 online multiple-choice quiz](#)

Redesigning

Complete the following SkillSoft module:

- [STGY0406 - Redesigning Your Organization: Part II](#)

Review the associated SkillBriefs and Job Aids.

Journal Exercises

It is important that you understand the relationship between the operations management concepts and theories. As a study tool, review the critical thinking exercises presented at the end of chapters 7, 8, and 9 in the textbook. These critical thinking exercises will allow you to critically apply the information you learned in the chapters to a practical situation. Take notes in your journal as you complete the exercises.

Operations Management: Quality Control, Supply Chain Management, and Inventory Management

Operations management focuses on quality control. The purpose of quality control is to assure that processes are performing in an acceptable manner. Companies accomplish this by monitoring process output using statistical techniques.

Quality control ensures that the processes put in place by an organization are functioning at acceptable levels. Companies should design quality into their processes in an effort to reduce mistakes.

Competencies covered by this subject

304.2.1 - Graphical Charts



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



304.2.5 - Supply Chain Management

The graduate is knowledgeable about supply chain management.

Operations Management: Quality Control, Supply Chain Management, and Inventory Management

Why do you think a company would want to keep inventory levels low? How does the length of the supply chain increase costs for a company? What happens if a production process creates products that do not meet quality standards? How does a company use charts and graphs to evaluate quality data? During your study for this topic, you will learn how to use quality control, supply chain management, and inventory to help your company be successful.

Quality Control

Read the following chapter in *Operations Management*:

- [chapter 10 \("Quality Control"\)](#)

Complete the following quiz at the companion website:

- [chapter 10 online multiple-choice quiz](#)

Pay attention to the various charts and graphs used in quality management.

Supply Chain Management (1)

Read the following chapter in *Operations Management*:

- [chapter 11 \("Supply Chain Management"\)](#)

Complete the following quiz at the companion website:

- [chapter 11 online multiple-choice quiz](#)

Inventory Management

Read the following chapter in *Operations Management*:

- [chapter 12 \("Inventory Management"\)](#)

Complete the following quiz at the companion website:

- [chapter 12 online multiple-choice quiz](#)

Supply Chain Management (2)

Complete the following SkillSoft module:

- [OPER0323 - Supply Chain Management](#)

Review the associated SkillBriefs and Job Aids.



Journal Exercises

It is important that you understand the relationship between the operations management concepts and theories. As a study tool, review the critical thinking exercises presented at the end of chapters 10, 16, and 11 in the textbook. These critical thinking exercises will allow you to critically apply the information you learned in the chapters to a practical situation. Record your notes on the exercises in your journal for review later.

Operations Management: Aggregate Planning, MRP, ERP, Scheduling, and Project Management

Operations management focuses intermediate-range capacity planning that typically covers a time period of 2-12 months, although in some companies it may extend to as much as 18 months. It is particularly useful for organizations that experience seasonal and other fluctuations in demand or capacity.

Aggregate planning attempts to match the supply and demand for a product or service by determining the appropriate quantities, timing of inputs, transformation, and outputs. Aggregate planning is an important part of managing the supply chain.

Competencies covered by this subject

304.2.5 - Supply Chain Management

The graduate is knowledgeable about supply chain management.

Operations Management: Aggregate Planning, MRP, ERP, Scheduling, and Project Management

Traditionally, research in management has pointed to the four functions of management. The functions include planning, organizing, leading, and controlling. You will be studying the planning function and how planning can create success for organizations.

Aggregate Planning

Read the following chapter in *Operations Management*:

- [chapter 13 \("Aggregate Planning"\)](#)

Complete the following quiz at the companion website:

- [chapter 13 online multiple-choice quiz](#)

MRP and ERP

Read the following chapter in *Operations Management*:

- [chapter 14 \("MRP and ERP"\)](#)

Complete the following quiz at the companion website:

- [chapter 14 online multiple-choice quiz](#)



Scheduling

Read the following chapter in the *Operations Management*:

- [chapter 16 \("Scheduling"\)](#)

Complete the following quiz at the companion website:

- [chapter 16 online multiple-choice quiz](#)

Project Management

Read the following chapter in *Operations Management*:

- [chapter 17 \("Project Management"\)](#)

Complete the following quiz at the companion website:

- [chapter 17 online multiple-choice quiz](#)

Journal Exercise

It is important that you understand the relationship between the operations management concepts and theories. As a study tool, review the critical thinking exercises presented at the end of chapters 12, 13, 15, and 17 in the textbook. These critical thinking exercises will allow you to critically apply the information you learned in the chapters to a practical situation. Take notes as you review the exercises.

Study Questions

Now that you have completed your studies for the operations management concepts, it is important to see if you can apply your knowledge by answering the Operations Management Study Questions. Log in to your Student Degree Plan and under additional learning resources for BMO1, click on the BMO1 study questions. Answer the Operations Management questions.

Final Steps

Congratulations on completing the activities in this course of study! This section will guide you through the assessment process.

Assessment Information

The exam will be asking you to relate information you have read in these books to business scenarios. It is important to understand that you are being asked to understand the material, not memorize it. Good luck!

Accessing Pre-Assessments

For directions on how to receive access to pre-assessments, see the "[Accessing Pre-Assessments](#)" page.

Accessing Objective Assessments



For directions on how to receive access to objective assessments, see the "[Accessing Objective Assessments](#)" page.

Feedback

WGU values your input! If you have comments, concerns, or suggestions for improvement of this course, please submit your feedback using the following form:

- [Course Feedback](#)

ADA Policy

Western Governors University recognizes and fulfills its obligations under the Americans with Disabilities Act of 1990 (ADA), the Rehabilitation Act of 1973 and similar state laws. Western Governors University is committed to provide reasonable accommodation(s) to qualified disabled learners in University programs and activities as is required by applicable law(s). ADA Support Services serves as the principal point of contact for students seeking accommodations and can be contacted at ADASupport@wgu.edu. Further information on WGU's ADA policy and process can be viewed in the student handbook at the following link:

- [Policies and Procedures for Students with Disabilities](#)