This course supports the assessments for Business Management Tasks. The course covers 4 competencies and represents 3 competency units.

Introduction

Overview
The study of leadership and management may be one of the most interesting and important subjects during your study of business. Focusing on the successful operation and existence of any and all business entities – for-profit and non-profit alike - within a functional market, the management of organizations and processes leading to the exchange of services and products for monetary rewards (revenue and profit) is a complex and challenging undertaking. It requires, at minimum, an understanding that decisions made within the business entity will impact not only the immediate personnel and customers of the business but also the surrounding human and geo-economic system, visible or not to a manager.

Getting Started

Welcome to QHT1, Business Management! This course is designed to prepare you to successfully complete the associated performance assessment. VitalSource will be your primary learning resource. It contains critical reading as well as optional activities that can provide you with extra assistance. Finally, as you work through the course, you will see websites and videos that will help you gain competency.

Competencies
This course provides guidance to help you demonstrate the following 4 Competencies:

- **Competency 304.1.3: Cost-Quality Relationship**
  The graduate understands the relationship between costs and quality.

- **Competency 304.2.1: Graphical Charts**
  The graduate understands the types and uses of graphical charts in operations management.

- **Competency 304.4.4: Managing Innovation**
  The graduate is knowledgeable about managing innovation.

- **Competency 304.6.3: Working with Individual Groups**
  The graduate is knowledgeable about strategies for working with individuals and groups in an organization.

Course Instructor Assistance
As you prepare to successfully demonstrate competency in this subject, remember that course instructors stand ready to help you reach your educational goals. As subject matter experts, mentors enjoy and take pride in helping students become reflective learners, problem solvers, and critical thinkers. Course instructors are excited to hear from you and eager to work with you.

Successful students report that working with a course instructor is the key to their success. Course instructors are able to share tips on approaches, tools, and skills that can help you
apply the content you’re studying. They also provide guidance in assessment preparation strategies and troubleshoot areas of deficiency. Even if things don't work out on your first try, course instructors act as a support system to guide you through the revision process. You should expect to work with course instructors for the duration of your coursework, so you are welcome to contact them as soon as you begin. Course instructors are fully committed to your success!

Preparing for Success

The information in this section is provided to detail the resources available for you to use as you complete this course.

Learning Resources

The learning resources listed in this section are required to complete the activities in this course. For many resources, WGU has provided automatic access through the course. However, you may need to enroll manually or independently acquire other resources. Read the full instructions provided to ensure that you have access to all of your resources in a timely manner.

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. You will be directly linked to the specific readings required within the activities that follow.


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.

Topics and Pacing

This outline is a guided structure of the topics recommended to complete the learning activities. It is provided as a suggested structure and can be adapted according to your knowledge, skills, and experience. Use the topics and pacing outline to support your completion of the course within the recommended timeframe.

Week 1

- Preparing for Success
Quality Management and Cost-Benefit Analysis
Quality Improvement and Costs of Quality

Week 2

- Cause-and-Effect Graphical Charts

Week 3

- Organizational Change and Innovation

Week 4

- Managerial Communications
- Final steps

The Costs of Quality

Quality management is a strategy aimed at integrating quality initiatives into and throughout an organization with the intent to improve performance. The quality management approach is centered on using quality programs to ensure long-term success through increased customer satisfaction.

Six Sigma or lean manufacturing processes are being adopted by many different types of businesses. These processes are no longer used just for manufacturing facilities. Service providers like hospitals and hotels have also adopted these strategies in an effort to provide quality service to customers.

Quality Management and Cost/Benefit Analysis

A good example of quality control comes from the iterative process students use to submit a research paper for grading. Typically, a draft is written, read, and reread; changes are made; and another draft is written. Each time the paper moves through a step in the iterative process, the paper improves, and at some point the student makes the decision that the quality of the paper is ready for grading.

A similar iterative process is used in manufacturing and in the service industry. As manufactured products move through the iterative process, they improve, as does the quality of services offered by service companies, with customer satisfaction being the end result in both examples.

In this topic, you will be studying various aspects of quality control. Your goal is to build a general understanding of this important concept. Look for ways to connect with what you are studying, and as you go through the activities, consider the following questions:

- Can you find examples of quality control tools being used at your place of employment?
- Have you discovered a new tool that you can use today?

This topic addresses the following competency:
Read Chapter 10: Quality Control

Read the following chapter in *Operations Management*:

- Chapter 10 ("Quality Control")

Your goal is to understand the basic elements of the quality control process.

As you read, identify how continual improvement increases the quality of a product or service. If you would like additional practice, consider reviewing the problems, discussion and review questions, critical thinking exercises, case studies, and supplement in *Operations Management*. Visit Web Pages

Visit the following web pages:

Cost - Benefit Analysis

- [Cost Benefit Analysis aka The Running Numbers](#)

Quality Management

- [Cost Benefit Analysis](#)
- [CDC Unified Process Practices Guide](#)
- [Quality Management Practices Guide](#)

Take notes on how costs and quality are related. After reviewing the web pages, you should understand how to quantitatively evaluate a course of action. **Quality Improvement and Costs of Quality**

Consumers are always trying to get the best value for their money. Typically, quality is equated to costs. Companies want to increase long-term success through increased customer satisfaction. Customer satisfaction hinges on increasing the quality of products and services provided to customers.

As a consumer, consider how a company's attitude toward costs and quality affects 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.
This topic addresses the following competency:

- **Competency 304.1.3: Cost-Quality Relationship**
  The graduate understands the relationship between costs and quality.

**Read Chapter 9: Management of Quality**

Read the following chapter in *Operations Management*:

- **Chapter 9 ("Management of Quality")**

Your goal is to understand what lies under the TQM umbrella.

- Do you know what the quality philosophy of "zero defects" means?
- What are the determinants of quality?

**Read the Article**

Read the following article:

- "*What is Quality Assurance and How Does it Help Your Business?*"

Consider the following questions:

- How has this article increased your understanding of quality and customer satisfaction?
- Do you have a better understanding of the processes used to improve quality?

**Leadership Toolbox: Quality**

Reflect on what you have learned from the previous activities.

Have you discovered a new tool to add to your toolbox?

**Operations Management**

Using knowledge-based tools such as cause-and-effect diagrams, the project evaluation review technique (PERT), and control charts helps operations managers track the progress of creating and distributing the services and products they design.

Operations management deals with the transformation of inputs and outputs. The process is dynamic and requires feedback in order to increase the value of the outputs during the transformation phase. To improve quality, operations managers look to manage the operations process just described to eliminate errors. In order to manage this process, operations managers use a systems approach.
Using diagrams helps managers visualize where they are in the process, test outcomes, and measure performance as they look for efficiencies that can reduce costs as well as improve the quality of the product.

**Cause-and-Effect Graphical Charts**

Cause-and-effect diagrams assist in the search for causes of problems. One cause-and-effect diagram commonly used is the fishbone diagram, in which materials, equipment, people, and methods are examined in context with the problem.

This topic addresses the following competency:

- **Competency 304.2.1: Graphical Charts**
  The graduate understands the types and uses of graphical charts in operations management.

**Review Chapter 9 and Build a Diagram**

By reviewing Chapter 9 in *Operations Management*, you will study a compendium of quality tools:

- **Chapter 9 ("Management of Quality")**

Using a cause-and-effect diagram, find a problem from your work or home and identify the causes.

**Visit Web Pages for Cause-and-Effect Diagrams**

Visit the following web page:

- "Cause & Effect Diagram"
- "Cause and Effect Diagram Training Video (aka Fishbone Diagram & Ishikawa Diagram)"

After looking at these websites, do you have a better understanding of how this type of diagram can be used?

**Visit Web Pages for Affinity Diagrams**

Visit the following web page:

- "Basic Tools for Process Improvement: Module 4: Affinity Diagram"

Watch the following video:
After reviewing the web page and watching the video, do you have a better understanding of how this diagram can be used?

**Cost Centers**

Visit the following web page:

- [What is a cost center?](#)

Watch the following video to learn about cost and profit centers.

- [Accounting and Finance – Cost and Profit Centres](#)

**Leadership Toolbox: Operations Management**

Reflect on what you have learned from the previous activities. Have you discovered a new tool to add to your toolbox?

**Innovation and Entrepreneurship**

In this fast-paced world, it has been said that change is the one constant force. With change comes new opportunity. Innovation is one of the keys to success in capturing the opportunities that evolve from change.

**Organizational Change and Innovation**

Whatever initiates change, the common element is the recognition that change is needed. Innovation occurs when an organization begins learning and applying ways of doing things differently. Creating new policies and procedures in response to new approaches is an example of innovation during times of change.

As you reflect on this topic, try to remember when a new policy or procedure was put in place at your work. When did you become convinced that the change was needed? Were there detractors who felt that the change was not needed, and how did their response affect the change process? In this topic, you will learn about managing organizational change.

This topic addresses the following competency:

- **Competency 304.4.4: Managing Innovation**
  The graduate is knowledgeable about managing innovation.

**Read Chapter 18: Managing Change and Stress**

Read the following chapter in *Organizational Behavior.*
Carefully study Kotter’s eight steps for leading organizational change (p. 544).

Your goal is to become familiar with the conditions and methodologies that help leaders and managers manage the change process.

- How and why do organization change initiatives fail?
- Who is responsible, and what can be done to avert failure?

**Read Chapter 7 and 17**

Read the following chapters in *Management: Leading and Collaborating in the Competitive World*:

- Chapter 7 ("Entrepreneurship")
- Chapter 17 ("Managing Technology and Innovation")

Your goal as you read through these chapters is to identify how organizational change occurs and is managed when technology is involved, and to study the influence of entrepreneurship and change in the organizational setting. There will be concepts that jump out at you.

Visit the following web page:

- "Entrepreneurial Organization"

View the following videos:

- CNBC Video
- Kauffman Sketchbook - "Three Things"
- 2014 State of Entrepreneurship Address: Fostering a Faster-Growing Entrepreneurial Economy

Why is an understanding of organizational entrepreneurship important to your understanding of change management?

Consider the following:

- How has this material increased your understanding of innovation?
- What is the relationship between change and innovation?

**Leadership Toolbox: Innovation and Entrepreneurship**

Reflect on what you have learned from the previous activities. Have you discovered a new tool to add to your toolbox?

**Working With Individuals and Groups**
Much of what happens in organizations involves sending and receiving messages. The behavior of organizations is in large part controlled by how those messages are perceived and whether the intended meanings from messages are translated into the intended actions.

Managers have an arsenal of communication strategies they can use to enhance their ability to communicate effectively and manage information within the organization. With today's explosion of the use of technology, the greatest challenges lie in the management of information within an organization.

**Managerial Communications**

To be an effective manager, it is essential that you understand the complexities of communication. In this topic, you will be exploring managerial communication issues, theories, and models and the barriers that prevent message senders from communicating effectively. Your goal is to find a general understanding of the dynamics of organizational and interpersonal communications within the working environment.

This topic addresses the following competency:

- **Competency 304.6.3: Working with Individuals and Groups**
  The graduate is knowledgeable about strategies for working with individuals and groups in an organization.

**Read Chapters and Lecture Notes**

Read the following chapter in *Management: Leading and Collaborating in the Competitive World*:

- **Chapter 15 (“Communicating”)**

Read the following chapter in *Organizational Behavior*:

- **Chapter 14 (“Communicating in the Digital Age”)**

Read the following *Lecture Notes (Class Overheads and Teaching Notes PDFs)* as provided by MIT Open Courseware.

- **"Management Communication for Undergraduates"**

Identify the models, barriers, and challenges that managers encounter in communicating and disseminating their decisions, policies, and procedures.

**Visit Web Page About Communication Barriers**

To learn more about the barriers to effective communication, explore the following websites:

- **Overcoming Barriers to Communication**
- **Overcoming Communication Barriers**
Take a moment and continue your exploration of this subject by doing an Internet search using keywords like:

- communications barriers
- organizational communications barriers
- interpersonal communications barriers
- gender communications barriers
- diversity communications barriers

Follow your curiosity for a few minutes and explore this exciting subject with your own keyword searches.

Consider the following:

- How has this material increased your understanding of the communication process?
- What do managers need to know about organizational communications?

**Leadership Toolbox: Communication**

Reflect on what you have learned from the previous activities. Have you discovered a new tool to add to your toolbox?

**Final Steps**

Congratulations on completing the activities in this course! This course has prepared you to complete the assessments associated with this course. If you have not already been directed to complete them, schedule and complete your assessments now.