DEALING WITH AMBIGUITY: MANAGING WITH STRATEGIC INTENT

A three-day program to help you better manage people, information and your responsibilities

Management isn't simply a talent. It's a discipline, with skills that can be cultivated and strengthened over time.

Through this highly interactive three-day course you'll gain a deeper understanding of some of the skills that are important for effective managers (and organizations): how to act with strategic intent, exercise influence, build and maintain networks, seek and share information, anticipate emerging opportunities and challenges, and continuously innovate to improve structures and processes.

Working in teams to evaluate real management scenarios from case studies, you'll also learn how better to apply these key skills to your own career and organization.

The Bottom Line Value to You and Your Organization

You'll learn ideas and techniques you can apply right away, including:

- How to manage people (including yourself)
- Managing information
- Managing upwards
- Managing within your unit
- Managing outside the organization

Your Instructor

Ranga Ramanujam, Ph.D.
Professor of Management
Vanderbilt Owen Graduate School of Management
Professor Ramanujam is a leading researcher and consultant on the organizational causes and consequences of operational failures in high-risk work settings, particularly health care. His current research, which has appeared in a variety of management and health care journals, examines the role of leadership, communication, and learning processes in enhancing the quality and safety of health care. Professor Ramanujam serves on the editorial boards of Organization Science and the Stanford University Press series on High Reliability and Crisis Management. He has consulted for such organizations as HCA, the Vanderbilt Heart and Vascular Institute, the Pittsburgh Regional Healthcare Initiative, Pure Safety, the Pacific Gas & Electric Company, and Underwriters Laboratories.

For more on Professor Ramanujam, view his faculty video at owen.vanderbilt.edu/faculty.

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Strategic Management — Sample Program Schedule*

	Day 1	Day 2	Day 3
AM	• Rethinking the manager's job • Becoming the CEO of your own career	• Understanding power and influence • Managing upwards and within peer groups	• Designing effective teams and organizations • Developing and maintaining organizational culture
PM	• Emotional intelligence • Effective decision making	• Leading your team • Fostering collaboration and coordination	• Learning from success and failure

Who Should Attend

■ Project managers

■ Rising supervisors and new managers

■ Managers, directors and executives leading organizational change

■ Directors moving up to lead divisions or large-scale organizations

■ Small business owners and entrepreneurs

Cost

$3,395
Cost includes tuition, instructional materials, continental breakfast and lunch (all days).

About Vanderbilt Executive Education

Vanderbilt Executive Education at the Owen Graduate School of Management offers proven and practical programs to help individuals and organizations refresh, engage and strengthen management expertise. Short Programs for individuals are short, highly focused programs in areas of Leadership, Management and Strategy. Custom Programs for organizations are custom-built and are uniquely tailored to help each client tackle a specific organizational need or to achieve its developmental goals for established and emerging leaders.

Conveniently located near downtown Nashville, Vanderbilt Owen Graduate School of Management is ranked as a top institution by *BusinessWeek*, the *Wall Street Journal*, *U.S. News & World Report*, *Financial Times* and *Forbes*.

Visit our website for more information regarding programs and schedules, faculty biographies, online registration and maps and directions.

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