The Foundations of General Management course is designed to prepare general managers, or functional managers ready to step up to a cross-functional role, to face the challenges of leadership today.

**COURSE OVERVIEW**

General managers are tasked with leading in an ever-changing, highly demanding global environment. They face the unique responsibility of leading cross-functional teams, defining strategic directions, and making decisions in high-pressure situations. This requires a broad skill set as well as expertise and knowledge across all areas of the organisation.

The course is a six-day immersive residential experience, providing hands-on, practical education across six core topic areas. Working alongside peers from diverse backgrounds and industries adds another dimension to the learning experience. More than 1000 managers have participated in this course as part of their transition from functional to general management.
Course outline

STRATEGIC MANAGEMENT
ANDREW MIKHAIL
Strategic management – a key skill for contemporary general managers – is about making choices for your organisation today and tomorrow.

In this session, we will focus on developing an organisation’s ability to compete over the long term in a rapidly changing environment. You will study successful tools, frameworks and techniques for gaining a sustainable competitive advantage in the marketplace and for turning strategic ideas into actions for your business or organisation.

You will also learn how to identify opportunities or challenges in your business, industry and geography; create compelling visions that have your people moving together; and discuss a variety of options for growth and innovation.

MARKETING MANAGEMENT
SARAH DUFFY
In this session, you will get to test and practice the latest, effective marketing techniques used by start-ups and leading multinationals alike.

Whether you have had limited exposure to marketing or are a committed marketing professional, this session will shed new light on the ways that you can identify products and services that current and future customers value and that are viable options for profitable corporate growth.

Using cases, exercises and your own experience, the fundamental concepts of segmentation, targeting and positioning are workshopped. Drawing on her extensive corporate and research experience, Sarah demonstrates how you can extend these principles to make better connections between your marketing strategy and the bigger picture corporate strategy of your company.

MANAGING AND LEADING CHANGE
HELEN CAMPBELL
The ability to lead and manage change has become one of the most overlooked skills in today’s managers.

In this session, you will learn what change is and how best to use it to your advantage as a manager. You will learn why people are resistant to change and techniques for preparing people and reducing resistance to change.

Managers play a vital role in orchestrating change within an organisation, both as a leader and as a delegator. As a delegator, the session shows how to establish the correct mix of team, task and individual functions as well as how to monitor these units.

As a leader, you will study the various styles and approaches to change leadership through case studies to identify common pitfalls, mistakes and successful strategies for managing change.

STRATEGIC NEGOTIATION SKILLS
DR ANDREW HEYS
Increasingly, managers need to be able to negotiate effectively across both internal and external networks.

This highly interactive session guides you through all stages of the negotiation process from preparation to post-negotiation debriefing, using international research, negotiation cases and experiential exercises. You will identify your individual negotiation style and learn how to vary your style to effect results in different situations.

Session facilitator, Dr Andrew Heys draws on his deep knowledge of negotiation theory and practice. His extensive experience as a negotiation consultant both in the public and corporate world brings the session to life and provides real-world examples from high-profile corporate negotiations. Using these cases, the session will examine and identify common mistakes and illustrate negotiation best practices.

FINANCIAL MANAGEMENT
JENNIFER HARRISON
To succeed in general or specialist management at senior level, you must understand the language of finance. While you may not be crunching the numbers, you do need to know what they mean to make value-adding decisions and manage risk.

We will start the financial management day with a thorough primer on the three primary financial statements: the balance sheet, income statement and cash flow statement. Then, we will move on to financial analysis to understand trends and ratios in profitability, working capital, liquidity and capital structure, asset efficiency and investment returns. Finally, we will look at how financial evaluation techniques are used in corporate decision making to create value for stakeholders.

DEVELOPING AS A LEADER
DR ROSE TREVELYAN
General managers play a pivotal role as a leader in their organisation. In your final session, you will focus on how to be an effective leader. Using advanced psychological research and case studies, you will investigate what leadership actually is and how it applies to the general manager’s role.

Great leaders are not born overnight, and this session will also give you practical ideas on how to develop and cultivate your skills as a leader in the future.
ANDREW MIKHAIL
A strategy and leadership adviser and facilitator who has spent the last decade working with blue-chip organisations, Andrew has the ability to effectively turn academic theory into practical and applicable business strategies.

At MGSM, Andrew teaches MBA courses on strategy and organisational behaviour. He also teaches on several open-enrolment and customised executive education courses focusing on strategy and leadership. Prior to joining academia, he spent time in both financial services and telecommunications, evolving a best-in-class foundation in B2B marketing into a series of high-profile corporate strategy and sales leadership roles with critical turnaround agendas.

HELEN CAMPBELL
Helen has more than 15 years of experience in change management. Through a successful career as a change manager, facilitator, program manager and consultant, she has developed an impressive track record of achievement. She contributes change management expertise to a variety of organisations to enable them to build change management capability and develop strategies that realise benefits more readily.

Highly regarded in the field, Helen is the author of several books and co-founder of the Change Management Institute.

JENNIFER HARRISON
Jennifer combines a passion for finance with a talent for facilitation and teaching. She is a former senior investment banker who worked in corporate finance and advisory positions in Sydney and London. Her unique professional toolkit has been developed over 25+ years of service to business and finance. Jennifer enjoys working on consulting projects where she can take the discipline of finance into broader corporate decision-making situations.

DR ROSE TREVELYAN
Dr Rose Trevelyan is an executive educator who works with organisations across Australia to develop leadership capability. Rose graduated from Cambridge University and after completing her PhD at London Business School she moved to Australia. She has worked with top business schools to develop and deliver Master of Business Administration (MBA) courses in leadership, change, corporate culture and strategy implementation. Rose has a deep interest in how leaders promote high performance through creating positive environments, how leaders think and how leaders develop. Her courses are designed for experiential, or action, learning and have a strong outcomes focus.

DR ANDREW HEYS
Dr Andrew Heys is the Director for International Engagement, Macquarie Business School. During his 15-year career in management education and consulting, Andrew has worked with a diverse array of blue-chip Australian and international organisations and has, for close to a decade, coordinated Negotiation Theory and Practice, one of the most popular courses in the Macquarie Graduate School of Management (MGSM) MBA.

Andrew is a recipient of the MGSM Dean’s Outstanding Teacher Award. He comments regularly in the Australian media.

SARAH DUFFY
Sarah Duffy has a PhD in marketing from the University of New South Wales and a strong practical background in strategy and brand marketing. She has published research concerning marketing, public policy, fairness and sustainability, informed by her career as a marketing professional and consultant.

ANDREW MIKHAIL
A strategy and leadership adviser and facilitator who has spent the last decade working with blue-chip organisations, Andrew has the ability to effectively turn academic theory into practical and applicable business strategies.

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Course facilitators

“Great facilitators with in-depth knowledge of their respective fields. Fun and exciting delivery kept the group engaged from start to finish. A very enjoyable learning experience.”

Paul Goodman
REGIONAL SALES MANAGER
MTU DETROIT DIESEL AUSTRALIA

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Course details

COURSE OBJECTIVES
The objectives of the course include:

• acquiring relevant new skills and knowledge for broad-based general management roles
• developing confidence and competence to tackle complex business problems
• challenging current thinking with exposure to new perspectives, developments and issues
• learning from some of Asia-Pacific’s leading academics and practitioners
• networking with fellow general managers from some of Australia’s leading companies.

We can also tailor this course for your organisation.

STAYING AT MGSM
The MGSM Executive Hotel and Conference Centre, located in the picturesque 126-hectare grounds of Macquarie University, offers executive-style, four-star accommodation with superb dining at Lachlan’s Restaurant within the hotel. The centre also includes wi-fi internet, recreational facilities, a café and a lounge bar.

On-site car parking is available for course participants. Macquarie University also has an on-campus train station with a direct link to the CBD and is a short walk from Macquarie Centre shopping complex.

COURSE INFORMATION

DURATION
6 days (residential)

LOCATION
North Ryde campus
99 Talavera Road, Macquarie Park NSW 2113

WHO SHOULD ATTEND?
• Recently appointed general managers
• Middle managers aiming to proceed to a higher level of management
• Functional managers needing to broaden their skills
• Executives who wish to increase their knowledge and management skills
• Business managers who need to focus on their individual development as they build their career
• All managers who are seeking to build core business skills and expertise

The course will assist those in small and medium-sized enterprises as well as larger more complex organisations. Past participants have been drawn from all industry sectors and from both government and commercial enterprises.

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