



**VIRTUAL COURSE**

**THE MINI-MBA  
BOOTCAMP**

**WHAT EVERY MANAGER MUST KNOW TO SUCCEED**

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## About the Bootcamp

Taught by a top faculty member in the strategy and international business field. This course covers 18 core topics in business, which is further divided into six themes (Success, Management, Money, Markets, Processes, and Future). You'll learn key principles in business management including; The 5 Essential Tasks of a Manager, Innovation Mind-set, Behavioural Economics, Budget Allocation and ROI, The Triple Bottom Line and more.

Complete this virtual course and you will be fully prepared to deal with the most significant challenges faced by managers today, and in the future. The Bootcamp course also provides you with the opportunity to measure your learning and to complete challenging cases and online exercises

## Bootcamp Leader

Dr. Gerard L. Danford has 20 years' experience as a business school academic in Scandinavia, USA, Europe, and Russia. He is specialized in strategy and international business, and has held Adjunct Professor positions previously in; USA (Fairfield University), and Latvia (Stockholm School of Economics). Dr. Danford is teaching and organizing MBA, Masters and Executive Education level courses and has published in academic journals and conferences.

## Bootcamp Content

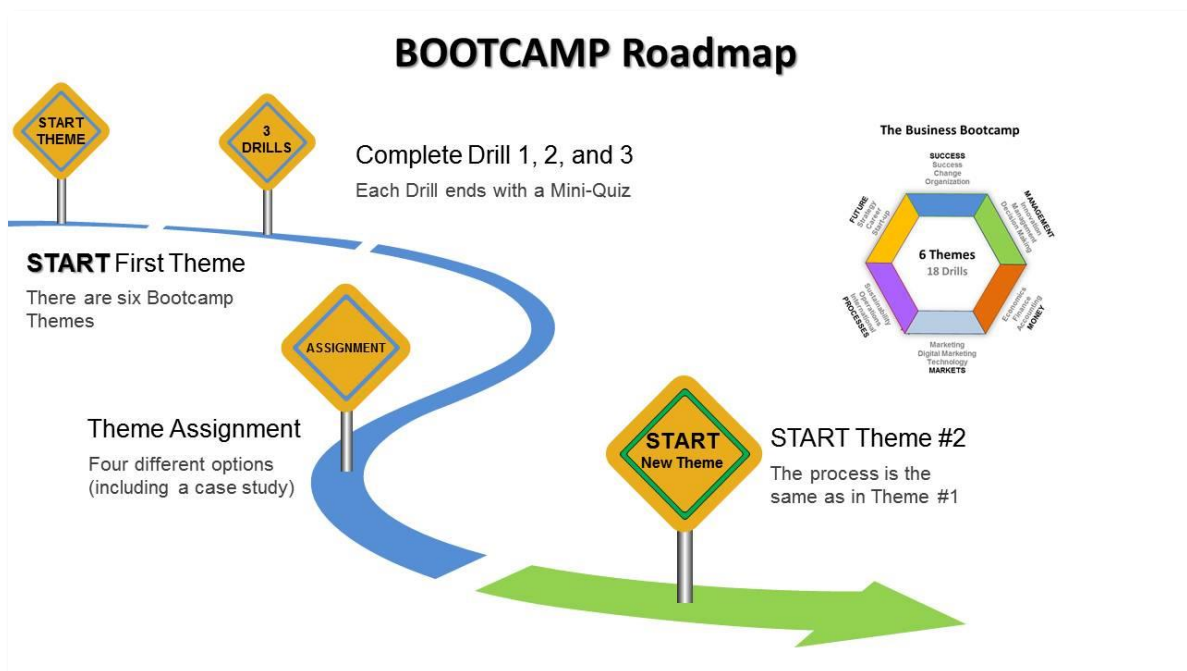
The Business Bootcamp includes almost eight hours of video lectures, company cases, and links to current readings. For each of the 18 sessions learners can;

- View in-depth videos on the subject being covered
- Complete online quizzes of content
- Discuss topics with other learners
- Take online assessments and evaluations (innovation level of your organization etc.), and much more.



## How Bootcamp Works

To earn the Bootcamp Certificate, learners need to earn a passing grade on each of the required assignments (can be a quiz, graded assignment etc.). Videos, readings, and sample assignments are available to help learners prepare for the graded assignments.



Learners may begin the Bootcamp at any time (the number of students attending the Bootcamp will vary by time of year and this influences discussion forum activity levels). Assignments can only be submitted and reviewed once a learner's session has begun. One can explore some of the Bootcamp content without registering, but not be able to access certain assignments. The progress of registered will be saved in the course register (if learners need to take a temporary break from the Bootcamp), and learners can pick up where they left when a new session begins. Discussion forums are provided in order that learners can interact with other learners, ask questions, and debate ideas. Students can browse popular threads in the Bootcamp forums.

## WHAT YOU WILL LEARN

- How to improve your probability of success (success formula, accelerators and complexity)?
- How to be a better manager (5 essential tasks, innovative mind-set, and decision making)?
- How to increase value (behavioral economics, drivers of value, and PBF)?
- How to win in the new economy (budget allocation, ROI, and digitalization)?
- How to master essential processes (Triple Bottom Line, agile, and internationalization)?
- How to build a business for the future (agile strategy, six career weapons, and startups)?
- Case Studies: Apple, Amazon, Google, Lego, and more.



## WHY THE BOOTCAMP?

Having spent 20 years in business (management consulting), and 20 years teaching on Business Programs in Europe and North America, Dr. Gerard L. Danford can say with confidence that there are just a few essential concepts and tools which every present and future manager must master. The Business Bootcamp covers 18 of the most essential concepts which you must understand, and which will increase your chances of success in business. Some of those 18 concepts have stood the test of time, and others are just now emerging on the horizon (nothing lasts forever).

## CONTENTS

DRILL 1: THE SUCCESS FORMULA

DRILL 2: CHANGE

DRILL 3: ORGANIZATIONS

DRILL 4: INNOVATION

DRILL 5: MANAGEMENT

DRILL 6: DECISION MAKING

DRILL 7: ECONOMICS

DRILL 8: FINANCE

DRILL 8: ACCOUNTING

DRILL 10: MARKETING

DRILL 11: DIGITAL MARKETING

DRILL 12: TECHNOLOGY

DRILL 13: SUSTAINABILITY

DRILL 14: OPERATIONS

DRILL 15: INTERNATIONAL

DRILL 16: STRATEGY

DRILL 17: CAREER

DRILL 18: STARTUP



### The Bootcamp Learning Process

The Bootcamp is structured around six themes which are further divided into subject areas (18 subject areas in total). The subject areas have been selected based on the goals of MBA candidates, and the author’s 20/20 years of work experience (consulting) and teaching (MBA Programs). A great deal of time was spent on deciding which areas of content should be included. The content selected provides the best ROI/time value for readers and will be also be most relevant in the future. As the reader goes deeper into the Bootcamp content, they will find that the depth and detail of content will increase.

The Bootcamp also includes company case studies which give the reader a practical understanding of the concepts being covered. During these case presentations readers are challenged to consider solutions to problems faced by those case companies (Amazon, Google, Lego, Apple Dunkin Donuts, Santander, and Boeing etc.). The Bootcamp also contains exercises, and self-assessment tools. Furthermore, there are links to external tools which allow the reader to evaluate their employer/company based on the concepts being addressed. Unfortunately, it has not been possible to include synchronous learning into the Bootcamp (interaction with faculty and cohorts).

### Final Online Quiz

At the end of The Bootcamp the reader has an opportunity to test their knowledge of the concepts and tools covered. Completing the final online quiz allows readers to reinforce their learning and internalize the critical concepts covered.



## OVERVIEW OF THE 18 DRILLS

### THE SUCCESS THEME

#### Drill #1: Success

Research on the topic of success has identified the essential ingredients which every person should possess to become successful (external achievement and internal happiness) A 'Formula for Personal Success' has been created which is based on those criteria. That formula and how to make it work, represents most of the content covered in Drill #1. Drill #1 ends with an online quiz which measures within minutes an individual's level of performance on the 'Formula for Personal Success', and how to increase the chances of success.

#### Drill #2 Change

The biggest barriers to achieving successful change have been identified. Drill #2 introduces 'The 8 Change Accelerators', which can be used to remove the barriers to change. This drill ends with an online test which evaluates your personal capacity for change (change management strengths and weaknesses)

#### Drill #3 Organization

This Bootcamp drill will focus on: 'How a manager can design and support effective and efficient structures and processes in their organization, in order to achieve the desired results?' However, the challenge managers have when dealing with this question is that, every organization is unique in one way or another. Therefore, any actions taken must reflect that uniqueness.

Bain and Co. have researched complexity in 8,000 global companies and their findings show that every business, almost always, becomes too complex (bureaucracy creeps in). Complexity can have a serious impact on an organizations performance in the short and the long-term. Complexity is already an issue for your organization if you are hearing some of the following statements being made;

- 'We're losing touch with customers (we no longer understand them)'.
- We're drowning in processes and PowerPoints. Those processes have become more important than the reason we are doing them in the first place'.
- 'We're no longer able to act decisively or precisely'.

This Bootcamp session explores; the most common causes of complexity and how to reduce complexity in every organization. The first step to reducing complexity starts at an individual level. This is because every employee's behavior and attitude to complexity effects the organization. This drill includes an online quiz to evaluate your behavior and attitude to complexity.

### THE MANAGEMENT THEME

#### Drill #4 Innovation

Innovation is a top three priority for 80% of companies today. There are three forms of innovation.

- Disruptive Innovation: Contain common off-the-shelf components that are easily available, but they are put together in a new way (simpler than existing approaches).
- Sustaining Innovation: Help to developing existing markets.
- Efficiency Innovation: Reduce the cost of making and distributing existing products and services.

There are three reasons (drivers) which can make companies great at innovation. Those drivers are; speed, processes, and technology platforms. Each driver is reviewed in the Bootcamp along with a case study on innovation at Google (9 Innovation Principles). The drill ends with an online quiz which evaluates innovation attitude (five broad categories).

**Drill #5: Management**

The management drill concentrates on the primary tasks performed by managers, and how to improve performance.' The drill ends with an online leadership traits evaluation which measures leadership capability and potential.

**Drill #6: Decision Making**

Drill#6 covers three tools for making better decisions. The first tool helps time management. The second tool helps define the root cause of problems. The third tool helps make better decisions.

**THE MONEY THEME****Drill #7: Economics**

The Apple iPhone case is used to understand the most important economic principles; neo-classical economics, 'profit maximization, pricing, rationality, behavioral economics and more. The drill also includes an online rationality quiz to determine which of 16 reasoning styles a person uses; reasoning strengths and areas to improve.

**Drill #8: Finance**

This drill focuses on the concept of shareholder value, which is often misunderstood. The Amazon Marketplace case is used to describe the important role cash flow plays in achieving financial performance and improving value creation.

**Drill #9: Accounting**

The accounting information gathered in a company provides managers with the data needed to effectively operate their business. Accounting information should also help steer managers in the right direction. Key performance indicators (KPI's) are an important tool for measuring the progress made. This drill focuses on how to define the best KPI's for a business. The drill ends with a review of the planning-budgeting-forecasting (PBF) process, and how to improve that process.

**THE MARKET THEME****DRILL #10: MARKETING**

The hard data which occupy a marketing manager's daily life is the focus for this drill (numbers, budgets, and activities). Topics covered include;

- How to determine the marketing budget (level of investment)?
- How and where to spend the marketing budget (allocation)?
- What are the biggest digital marketing challenges and opportunities?
- How to measure and improve marketing ROI?
- What should be the strategic marketing priorities?

**Drill #11: Digital Marketing**

The world has now become a mobile-first digital marketplace; however, marketers continue to invest the largest part of budgets in traditional channels. The digital marketing drill explores; how to measure and improve ROI in digital channels.

**Drill #12: Technology**

Digitalization of business is the primary focus of this drill. The Lego Corporation and Amazon Dash Button cases are used to explain how companies can improve their digital IQ. Digital IQ can be improved by;

- Developing new and more powerful information analysis and intelligence-range capabilities.



- Defining business processes that support continuous collaboration between employees, suppliers, agents and customers.
- Integrating digital technology into all functions that support efficiency.
- Re-imagining the traditional customer-management model, and moving away from transactions, to more individual customer relationships.
- Building and using systems that allow for real-time decision making.

## THE PROCESS THEME

### DRILL # 13: SUSTAINABILITY

Sustainability is a way for companies to differentiate themselves from the competition. Sustainability can also be used to increase value for the customer. This Bootcamp session describes how any company can achieve a 'business case' for their sustainability strategy.

### Drill #14: Operations

The Lego Operations case study is used to describe 'best-in-class' operations capability. The drill also introduces research on agility, and the three core capabilities companies need in order to become more agile;

1. Organizational Structure: Influences how resources are distributed in a company.
2. Governance: Determines how decisions are made in a company.
3. Processes: Decides how things get done, and also influences performance measurement and accountability.

### Drill #15: International

The Amazon Marketplaces case study is used to describe how international business is rapidly changing. The OLI Framework and IR Grid tools are introduced and examples of their use are given. The drill ends with the Thunderbird School of Business; 'Are You Ready' assessment.

## THE FUTURE THEME

### DRILL #16: STRATEGY

The strategy drill introduces the framework for selecting a company's best strategic style (classical, adaptive, shaping, and visionary). The drill ends with two interactive online cases (airline operations and pharma pricing).

### Drill #17: Career

Making the right career choices is difficult and a very individual decision. This drill presents tools which can help everyone succeed (despite their career choice). The drill ends with a online assessment which determines how influential a person is in their workplace.

### Drill #18: Startup

Research has shown that; 'entrepreneurs will earn 35% less in personal income over a 10-year period, compared to what they could have earned in a paid job' Furthermore, 34% of small businesses fail in the first two years, and 50% fail in the first five years. Therefore, failure is more common than success in startups. This drill explores the 10 most common causes of startup failure and how to avoid them. The drill ends with an online assessment to determine if a person has the characteristics required to succeed as an entrepreneur.