3rd annual Seminar for Key Women Executives
Seminar Objectives

Combining the tried and true with the useful and new, this seminar provides participants with a useful review of time-tested management principles, as well as information about promising new developments in management theory and methods. It blends:

—tested management practices and principles with new developments in management science, management decision-making and management control.
—tested teaching techniques (lectures and case discussions) with new developments in management education (business game, in-basket techniques, and the “T-group” laboratory method).
—analysis of internal corporate problems — human relations, organization, planning, with an examination of the external corporate environment — the economic, legal and social climate in which the business operates.

Throughout, the seminar tries to develop deeper understanding of how top-level executives build sound work teams and establish smooth-functioning organizations; how they relate to their environment in order to lead and control their organizations most effectively.

New Dimensions in Management

October 11-17, 1964

The Kellogg Center for Continuing Education
Michigan State University
East Lansing

3rd annual Seminar for Key Women Executives
A Management Development "First"

First offered in 1962 by The University of Michigan, Michigan State University, and the Business and Professional Women's Foundation, this is — so far as we can discover — the first executive program to be designed specifically for the key woman executive.

Now in its third year, the program has been revised and improved. But it still retains its unique value — not usually found in conventional programs attended predominantly by men — of permitting the woman executive to participate in open, candid, informal after-hours discussions with other executives of her sex who share her own particular problems and concerns.

The focus continues to be on the key woman executive and on the management fundamentals and the management frontiers which should be of most value to her.
Additional Information

Meetings will be held in the Kellogg Center, Michigan State’s new residence center for Continuing Education on the banks of the beautiful Red Cedar River.

Room rates in Kellogg Center are $8 for single rooms; $5.50 if two share a room.

Meals are available in the dining room, as well as in the cafeteria in Kellogg Center. Prices are moderate.

Dress for all executive seminars is informal.

Recreational opportunities abound on campus (although usually very little free time is available to seminar participants): swimming, golf, ice skating on an indoor rink, hiking, special dramatic and cultural programs etc. The program fee is $325, which includes a $25 charge imposed by the Graduate School of Business Administration’s Research and Development Fund. Tuition and books, as well as all formally scheduled luncheons and dinners, are covered by the program fee.

To apply, fill out the convenient form on the reverse side and send (with a $25, non-refundable deposit) to:

Dr. Winston Oberg, Director; Executive Management Seminars
416 Eppley Center, Michigan State University
East Lansing, Michigan

Who Should Come

The course is for women executives: owners of companies, presidents, women with officer rank, and heads of major departments in business, government or educational organizations. It is designed for the responsible, policy-making woman executive or for women who are shortly to assume such top-level positions.

How to Apply

An application blank is attached for your convenience. Tuition is $325. (This fee does not include room and meals which can be obtained for approximately $70.)

For further information or additional application forms, write to: Dr. Winston Oberg, Director of Executive Management Seminars, Room 416, Eppley Center, Michigan State University, East Lansing, Michigan.
Sponsored by

The Graduate School of Business Administration and the Continuing Education Service of Michigan State University, the Bureau of Industrial Relations of the Graduate School of Business Administration of The University of Michigan, and the Business and Professional Women's Foundation

Executive Planning Committee

Mr. Clark C. Cosley, Program Director, Bureau of Industrial Relations, Graduate School of Business Administration, University of Michigan

Mr. Thomas Collins, Conference Coordinator, Continuing Education Service, Michigan State University

Dr. W. J. E. Crissey, Professor of Marketing, Graduate School of Business Administration, Michigan State University

Mrs. Dorothy Ford, Trustee and Chairman of the Executive Development Advisory Committee of the Business and Professional Women's Foundation

Mrs. Vinnie Hutchison, President, Greater All American Stores, Downey, California, and Member, Executive Development Advisory Committee of the Business and Professional Women's Foundation

Mrs. Lillian T. Majolly, Director, Business and Professional Women's Foundation

Dr. Winston Oberg, Director of Executive Management Seminars, Graduate School of Business Administration, Michigan State University

Mrs. Margaret Brand Smith, President, Union Bankers Insurance Company, Dallas, Texas, and Member, Executive Development Advisory Committee of the Business and Professional Women's Foundation

Dr. Paul Smith, Director of Graduate Programs, Graduate School of Business Administration, Michigan State University

Miss Marian Stephenson, Vice President, Administration, NBC Radio Network, and Member, Executive Development Advisory Committee of the Business and Professional Women's Foundation

Mrs. Julia Montgomery Walsh, General Partner, Ferris & Company, and Member, Executive Development Advisory Committee of the Business and Professional Women's Foundation
SUNDAY, OCTOBER 11

4:00-6:00  REGISTRATION, Kellogg Center Reception Desk
6:00-8:30  RECEPTION AND DINNER, Kellogg Center, Red Cedar Rooms A & B

EXECUTIVE PROGRAMS FOR THE WOMAN IN MANAGEMENT

Mrs. Dorothy Ford, Trustee and Chairman of the Executive Development Advisory Committee of the Business and Professional Women's Foundation, will review the philosophy and purpose behind these seminars.

MONDAY, OCTOBER 12

8:30-10:00  THE CHANGING JOB OF THE CHIEF EXECUTIVE
            Dr. W. J. E. Crissy, Professor of Marketing, Graduate School of Business Administration, Michigan State University, and former president of a consulting company, will discuss the new challenges confronting today's top manager. In preparation for this session, participants will be asked to provide position descriptions of their own jobs and charts of their organizations.

10:30-12:00 NEW APPROACHES TO ORGANIZATION
             Dr. Crissy will continue analysis of the changing role and organizational responsibilities of the high level executive — viewing organization as the framework of management.

1:30-3:00 GENERAL MANAGEMENT CASE PROBLEM
            Mrs. Vinnie Hutchison, President and Chairman of the Board of Greater All American Stores of Downey, California, will present a management problem she recently faced. After the group has decided on how it would have handled the problem, Mrs. Hutchison will report on the action actually taken and the results achieved.

3:30-5:00 CONTINUATION OF CASE DISCUSSION
            If the Hutchison case requires it, this time will be devoted to continued discussion. If not, two cases recently developed by the University of Southern California — involving women executives — will be introduced.

Evening  STUDY EVENING
            Participants will have time to prepare for the remainder of the week — doing advanced reading assignments.
TUESDAY, OCTOBER 13

8:30-10:00 FINANCIAL PLANNING AND CONTROL
Dr. Roland J. Robinson, Professor of Finance, Graduate School of Business Administration, Michigan State University, and who has worked as an economist with the Federal Reserve Board, Washington, D. C., will discuss new approaches to cost determination and control, and will analyze financial planning from the point of view of the non-financial executive.

10:30-12:00 FINANCIAL PLANNING AND CONTROL (continued)
In this period, Dr. Robinson will deal with the analysis and use of financial statements by top management.

1:30-3:00 NEW ANALYTICAL METHODS FOR MANAGERS
Dr. William Lazer, Professor of Marketing, Graduate School of Business Administration, Michigan State University, Advisory Editor of The Wiley Marketing Series, and author of many articles on the application of quantitative methods to management problems, will deal with some of the newer techniques for decision making: operations research, systems analysis, and the many decision-aiding uses of computers.

3:30-5:00 NEW CONTROL METHODS
Dr. W. Allen Spivey, Professor of Business Administration, Graduate School of Business Administration, The University of Michigan, and author of several books on quantitative methods applied to administration, will continue the discussion of new scientific management aids, with an analysis of some popular planning and control techniques — among them CPM (Critical Path Method).

7:30-9:00 INTRODUCTION TO THE MSU MANAGEMENT GAME
Dr. Richard C. Henshaw, Jr., Professor of Management, Graduate School of Business Administration, Michigan State University, will introduce the MSU Management Game, which will be played by teams of participants on Wednesday.

Application Form

Your Name______________________________ Date__________________

Company______________________________

Company Address________________ City________________ State__________

Your Present Position________________ Approximate Present Salary (Optional)_____

Description of Duties__________________

Brief statement of what you would expect (or hope) to get from this course:

____ Check for $325 enclosed

____ Check for $25 enclosed, bill company for remainder, Attention:

Please reserve____ Single room ($8.00) ______ Double room ($5.50) See reverse side for additional information.

(Checks should be made payable to Michigan State University)
WEDNESDAY, OCTOBER 14 DEVELOPING THE MANAGEMENT TEAM

8:30-10:00 MANAGEMENT DEVELOPMENT — ITS PHILOSOPHY AND GOALS
A two-man team of management development specialists, Dr. George Odiorne, Director of the Bureau of Industrial Relations, Graduate School of Business Administration, The University of Michigan, and Dr. Thomas Q. Gilson, Chairman of the Management Program, Evening College, Rutgers University, will conduct the morning’s assessment of current theory and practice in management development.

10:30-12:00 MANAGEMENT DEVELOPMENT — PRINCIPLES AND CONCEPTS
A continuation of the first session, with Drs. Odiorne and Gilson.

1:30-3:30 NEW MANAGEMENT TRAINING TECHNIQUES
After a review of the philosophy behind today’s management development activities, as well as its goals and guiding principles, Drs. Odiorne and Gilson will present some of the newer techniques which are being used to successfully develop and improve managerial skills: in-basket methods, computer simulation techniques, business games etc.

4:00-6:00 FIRST SESSION OF MSU MANAGEMENT GAME
To provide experience with one of the newer techniques, participants will take part in the MSU management game at the new MSU computer center.

6:00-7:00 SUPPER BREAK
Box suppers will be provided to permit participants to remain in the computer center and continue strategy discussions.

7:00-9:00 SECOND SESSION OF MSU MANAGEMENT GAME
Participants will continue playing the management game.

THURSDAY, OCTOBER 15 THE BUSINESS ENVIRONMENT

8:30-10:00 THE OUTLOOK FOR THE ECONOMIC ENVIRONMENT
Dr. J. Philip Wernette, Professor of Business Administration, Graduate School of Business Administration, The University of Michigan, and Editor of the Michigan Business Review, will analyze the economic outlook and the probable economic environment for business during the next few years.

10:30-12:00 THE LEGAL ENVIRONMENT — CURRENT DEVELOPMENTS IN GOVERNMENT-BUSINESS RELATIONSHIPS
Dr. Robert Lanzillotti, Chairman of the Department of Economics, Graduate School of Business Administration, Michigan State University, and author of a number of studies of government-business relations, will review recent government anti-trust policy, policies on pricing and mergers, and other developments that may have an impact on business in the near future.

1:30-3:00 CRITIQUE OF THE MANAGEMENT GAME
Dr. Henshaw will return to present his analysis of the strategy and tactics used by the different teams and to discuss the results of the game.

3:30-5:00 THE INTERNATIONAL DIMENSION IN TODAY’S BUSINESS OPERATIONS
Dr. John L. Hazard, Professor of Marketing, Graduate School of Business Administration, Michigan State University, and consultant to the federal and state government on international trade, will analyze the increasing internationalization of today’s business organizations and the implications of this trend for top management.

7:30-9:00 INTRODUCTION TO SENSITIVITY TRAINING
“Sensitivity training,” recently called by Fortune “the hottest thing in management training,”
FRIDAY, OCTOBER 16

PERSONAL SKILL DEVELOPMENT

8:30-10:00  FIRST SESSION — SENSITIVITY TRAINING LABORATORY
Mrs. Seashore and Dr. Dyer will serve as leaders for this session.

10:30-12:00  SECOND SESSION — SENSITIVITY TRAINING LABORATORY
A continuation of the previous session.

1:30-3:00  DISCUSSION OF “LIVE CASE”
As on Monday, this case will be an actual situation, and the executive who faced the problem situation will be on hand to present it to the group for their consideration and decision. Mrs. Margaret Brand Smith, President of the Union Bankers Insurance Company of Dallas, Texas, will present the problem to the group. The group, acting as “consultants,” will advise Mrs. Smith what they would do, after which Mrs. Smith will tell how she actually handled the problem.

3:30-5:00  CONTINUATION OF CASE DISCUSSION
As on Monday, if required, this time is available for the “live case” discussion; otherwise, a formal written case will be introduced.

6:30  DINNER MEETING
Representatives of Business and Professional Women’s groups from the area will join the seminar participants for this meeting.

THE GOVERNMENT’S REPORT ON THE STATUS OF WOMEN — A PANEL DISCUSSION
An NBC one-hour program on the government’s recent “Status of Women” report will be replayed for the group. Following replay of the tape, a panel of women executives will give their reactions. Panel members will include: Mrs. Julia Montgomery Walsh, General Partner with Ferris & Company (and first woman to attend Harvard’s Advanced Management Program); Mrs. Margaret Brand Smith, who led the afternoon session; and Miss Marion Stephenson, Vice President, Administration, NBC Radio Network. (Miss Stephenson was responsible for developing the NBC report which is to be discussed.)

SATURDAY, OCTOBER 17

SPECIAL TOPICS

8:30-10:00  A SOCIOLOGIST LOOKS AT THE WOMAN IN MANAGEMENT
Dean Helen G. Hurd, Associate Professor of Sociology, Rutgers, the State University of New Jersey, and First Vice President of the New Jersey Federation of Business and Professional Women’s Clubs will draw on her academic and professional experience to analyze the woman executive’s changing role and status.

10:30-12:00  SOME ETHICAL AND SOCIAL DIMENSIONS OF THE TOP MANAGEMENT JOB
Dr. John F. A. Taylor, Professor of Philosophy, Michigan State University, will view the top executive’s job from a slightly different vantage point, and will suggest some implications which his discipline may have for management’s goals and actions.

12:30  CONCLUDING LUNCHEON
Following an informal closing session, certificates will be presented by Dr. Kullervo Louhi, Associate Dean of the Graduate School of Business Administration, Michigan State University.