

ITEM	10
MANAGER'S REPORT NO.	28
COUNCIL MEETING	1978 04 10

Re: EXECUTIVE DEVELOPMENT SEMINAR
THE BANFF CENTRE
SCHOOL OF MANAGEMENT STUDIES

When Council authorized the Director of Planning to attend an Executive Development Seminar in Banff, a request was made to have the Director submit a brief report on the seminar upon his return. Following is his report on this matter.

This is for the information of Council.

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PLANNING DEPARTMENT
1978 APRIL 04

TO: MUNICIPAL MANAGER
FROM: DIRECTOR OF PLANNING
SUBJECT: EXECUTIVE DEVELOPMENT SEMINAR
THE BANFF CENTRE
SCHOOL OF MANAGEMENT STUDIES

The Municipal Council in approving the attendance of the Director of Planning at the above seminar, requested a brief report on the seminar.

Although it is difficult to compress two weeks of intensive work and study into a two page summary, I trust the following general comments will be of interest to Council.

1. What is the objective of the Seminar?

To quote from the course brochure:-

"Managers make decisions which affect the efficiency of the organization, the morale of their staff, and the continued existence and direction of their organization. It is imperative that managers be aware of changes in technology, the work ethic, procedures in the functional area of business and the latest management techniques. THE EXECUTIVE DEVELOPMENT SEMINAR is designed to challenge a manager's existing way of thinking and broaden his outlook".

2. Who is the Seminar aimed at?

The Seminar is aimed at those who already hold responsible positions in either private or public organizations, and who have to make management decisions related to the marketing of a product, or the provision of a service. Its intent is to increase the value of these people to their organization, and to enhance their own potential by:

- (a) increasing their expertise
- (b) stimulating imaginative thinking
- (c) broadening their background in the functional area of business.

3. Who attended and from where?

129

I have attached as Appendix I a list of participants which provides information on the positions held by the participants and the organizations for which they work.

A quick review of this material reveals a representative group from all parts of Canada, occupying senior positions in both public and private corporations. Federal, Provincial and Municipal government staff attended as well as staff from major utilities, major Canadian corporations and major industries, banks, and credit unions.

Of the thirty-two people attending, seven worked directly for government.

4. Who were the lecturers and what subjects were taught?

Five faculty members who were either University Professors with considerable practical experience, or consultants in a specialized field integrated their lectures and assignments in such a way as to give a comprehensive and related understanding, at both a conceptual and detailed level of the following subjects:

Professor Veron E. Buck - University of Washington - Organizational Behaviour and Management

Professor Mel S. Moyer - York University - Marketing Management

Professor Don D. Detomasi - University of Calgary - Problem Solving and Decision Making

Michael Bond - York University - Inventory Systems and Managerial Control

Ken C. Barrass - Management Consultant - Management of Industrial Relations.

5. Method of teaching and typical day

Teaching was carried on in a number of ways, but primarily included a combination of assigned reading, in order to prepare for lectures, followed by small group discussions centred around case studies which were real life examples of the preceding lecture subject. This combination was then finally brought together by further discussion among the group as a whole.

The attached Appendix II describes the case discussion method of training in more detail, and the timetable attached as Appendix III should provide a good indication of a typical day which started formally at 08:15 h and finished formally at 21:00 h. There was a considerable amount of reading assigned some of which had to be done after 21:00 h in order to prepare for the next day.

Evaluation of Course and Benefits Gained

The Seminar concluded with an in depth evaluation of the faculty, the facilities and the course content.

There was unanimous agreement by the participants that the Seminar was excellent from all points of view. In particular, this was due to the high quality of the teaching staff who were able to combine professional knowledge with practical experience, in order to avoid the subjects becoming "academic". They also maintained a challenging and stimulating level of presentation, thus encouraging everyone to participate.


ITEM	10
MANAGER'S REPORT NO.	28
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Apart from the obvious benefits to be gained from increased knowledge and a broadening of ones' management abilities, I feel that those attending benefitted from the opportunity to exchange ideas and compare approaches with those in government and private industry; and in a practical way to apply marketing management and the 'profit' motive to the provision of public services.

In an individual sense, there was the chance to stimulate creative thinking in an environment removed from the normal office routine, and also to renew ones' belief in your personal ability to cope effectively with a large volume of new work, under an intensive programme, a tight schedule, and a variety of situations.

I would have no hesitation in recommending that we continue to make use of this course, by sending senior staff in future years.

Respectfully submitted,


A. L. Parr
DIRECTOR OF PLANNING

ALP/sam
Attachments

ITEM	10
MANAGER'S REPORT NO.	28
COUNCIL MEETING	1978 04 10

131

APPENDIX I



THE BANFF CENTRE
SCHOOL OF MANAGEMENT STUDIES
BOX 1020
BANFF, ALBERTA T0L 0C0
TELEPHONE (403) 762-3391

EXECUTIVE DEVELOPMENT SEMINAR

March 12 - 25, 1978

PARTICIPANT LIST

AMOS, Ben	Consolidated Concrete Limited 11459 - 149 St. Edmonton, Alberta T5P 4C1	Vice President and General Manager
ANDERSON, H.J. (Harvey)	TransCanada Telephone System 1 Nicholas St. Ottawa, Ontario	Staff Accountant Division of Revenue
BELLIVEAU, Dennis A.	Province of Saskatchewan Dept. of Highways & Transportation 1855 Victoria Ave. Regina, Saskatchewan S4P 3T2	Director of Works
BOND, David A.	Electric Power Equipment 1285 Homer Street Vancouver, B.C. V6B 2Z2	Production Manager
BROWN, Gordon E.G.	R. Angus Alberta Limited P.O. Box 2405 Edmonton, Alberta T5J 2S1	Operations Manager
BUSHBY, Murray	Dillingham Corporation Canada Ltd. 20 Brooksbank Ave. North Vancouver, B.C. V7J 2B8	Manager, Marine Division
DEVION, Ronald J. (Ron)	Canadian Broadcasting Corp. 500 Church Street, Room 202 Toronto, Ontario M5W 1E6	Program Director - CBC Toronto/5

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131

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APPENDIX I

DOBKO, Edward J. (Eddie)	R. Angus Alberta Limited 16900 - 107 Ave. Edmonton, Alberta T5J 2S1	Manager - Inventory Control
DOBSON, Clifford Graham (Clif)	Prudential Assurance Company Ltd. #1900, 715 - 5 Ave. S.W. P.O. Box 6898 Station D Calgary, Alberta T2P 2Z8	Assistant Manager
DOWNEY, Brian F.	Credit Union Federation of Alberta 1400 1 Street S.W. Calgary, Alberta T2R 0V8	Director of Finance and Administration
ELTON, Henry (Harry)	Canadian Broadcasting Corporation P.O. Box 2640 Calgary, Alberta T2P 2M7	Director of Television
FRASER, R.W. (Bob)	Alberta Wheat Pool Box 1108 Winnipeg, Manitoba R3C 2X4	Assistant Manager
GALESLOOT, Peter F.	Canadian Pittsburgh Industries 4418 Gaetz Ave. Red Deer, Alberta T4N 3Z6	Manager
GEORGE, Bev G.	Alberta Wheat Pool Box 1108 Winnipeg, Manitoba R3C 2X4	Special Assignments
GRAHAM, Ronald D. (Ron)	Explosives Limited 5511 - 6 Street S.W. Calgary, Alberta T2H 1X6	Branch Operations Manager
GRIMSTON, Alan David (Al)	Anglo Canadian Shipping (Westship) Ltd. 1750 - 200 Granville Square Vancouver, B.C. V6C 1C2	Vice President - Chartering & Traffic
HARVEY, Robert (Bob)	The Citizen 150 Brunswick St. Prince George, B.C.	City Editor
HERR, Robert (Bob)	Credit Union Federation of Alberta 1400 First Street S.W. Calgary, Alberta T2R 0V8	Director-Program Division
LIPKEWICH, Peter E. (Pete)	Fiberglas Canada Limited P.O. Box 595 Edmonton, Alberta T5J 2L1	Cost Accountant

LYSAK, A.J. (Al)	United Grain Growers Limited P.O. Box 2424 Calgary, Alberta T2P 2M8	Superintendent of Construction
MAGNUSSON, David Edgar (Dave)	Corporation of the District of Surrey 14245 - 56 Ave. Surrey, B.C. V3W 1J2	Chief Inspector
OSADCHUK, Taras (Terry)	Canadian Occidental Petroleum Ltd. Nanaimo, B.C. V9R 5N3	Works Manager
PARR, Antony L. (Tony)	Corporation of the District of Burnaby 4949 Canada Way Burnaby, B.C.	Director of Planning
RUBINGH, Ties	Takla Logging Co. Ltd. Box 6000 Prince George, B.C.	Chips Supervisor
SCHMIRLER, William J. (Bill)	Evans Products Ltd. Box 170 Goldon, B.C. VOA 1H0	Controller
SHANNON, N.A. (Norm)	Department of Regional Economic Expansion 770 Main Street Moncton, N.B. E1E 1W4	Director of Communica
SHAW, Clifford M. (Cliff)	Canada Packers Limited 70th Street & Fort Trail Edmonton, Alberta T5J 2H3	Provision Manager
SPENCER, Robert D.	Canadian Utilities Ltd. 10040 - 104 St. Edmonton, Alberta T5J 2V6	Manager - Business Systems Development
TESARSKI, Daniel Orest (Dan)	Canadian Occidental Petroleum Ltd. 165 Rexdale Blvd. Rexdale, Ontario M9W 1P7	Marketing Manager - Sel-Rex Division
van der MEULEN, S.J. (Jack)	Sherrit Gordon Mines Limited Fort Saskatchewan, Alberta T8L 2P2	Manager, Technical Services
WATSON, David	Northland Bank 324 8th Ave. S.W. Calgary, Alberta T2P 2Z2	Assistant General Manager Investment

ITEM 10
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APPENDIX I

WILLIAMS, Jeffrey G. (Jeff)	Government of Canada Revenue Canada, Taxation 875 Herron Rd. Ottawa, Ontario K1A 0L8	Manager, Operation Research
WILLIAMS, William A. (Bill)	City of Edmonton 11th Floor, Centennial Bldg. 10015-103 Ave. Edmonton, Alberta T5J 0H8	Director of Enforcement
WILLIGAR, Douglas A. (Doug)	The Toronto-Dominion Bank 4923 - 49 Street Red Deer, Alberta	Branch Manager
YAREMA, Peter	City of Edmonton 4th Floor City Hall Edmonton, Alberta T5R 2R7	Manager - Computer

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MANAGER'S REPORT NO.	28
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A P P E N D I X II 135

The Banff Centre
School of Management Studies

One of the many useful tools in the training of managers is the case discussion method. Several faculty members may be making use of this method in their teaching and for the benefit of those participants not familiar with it a brief explanation is given below.

THE CASE METHOD

The case discussion method originated at the Harvard Business School as a means of training managers how to think and act on realistic business problems. Unlike traditional methods of education, which present knowledge on the subject, the case method first presents a problem and requires the student find the information to solve it. Rather than implicitly assuming that a person can retain and apply knowledge to a new situation, the case method gives practice at actually solving real problems. For the practising manager it is an effective way to learn the application of new ideas and concepts. A person may not receive the same depth of knowledge, since his information will only be as complete as required by the problems he faces. But a manager's primary job is to apply the simplest, most direct solution, that will be effective for the longest possible period of time, in an uncontrollable environment. He is always facing new and changing challenges. The case method is one of the best teaching methods found to train an individual to react in such an environment.

In practice, the student will be given an actual management situation, up to the point where a decision must be made. There are three phases to the process: first, each individual reads the case and prepares an analysis, perhaps with some tentative solutions; second, small groups discuss the problem to share ideas and information; finally, the whole class comes together and, under the direction of the discussion leader, discusses the problem and the various alternate solutions (there is never one 'right' answer). The thinking process of the case method demands that the student address some basic questions common to all management: What is the problem? What are the alternatives? What are the significant facts? How should they be analysed? Considering the facts, what is the best solution?

In addition to the case sessions there will be lectures and assigned readings.

September, 1975

EXECUTIVE DEVELOPMENT SEMINAR

A P P E N D I X . I I I

March 12 - 25, 1978

Classroom: DCH 307

TIME	DAY	12	13	14	15	16	17	18	19	20	21	22	23	24	25
8:15 9:30	COURSE REGISTRATION - ANY TIME AFTER 1 P.M.	MARKETING MANAGEMENT - MEL MOYER							FREE TIME	INFORMATION SYST. AND MGT. CONTROL - MIKE BOND		ORG. BEHAVIOR AND MANAGEMENT - VERN BUCK			
9:30 9:45		COFFEE								COFFEE					
9:45 11:00		STUDY GROUPS								STUDY GROUPS					
11:05 12:20		PROBLEM SLOVING AND DECISION MAKING - DON DETOMASI.								MANAGEMENT OF INDUSTRIAL RELATIONS - KEN BARRASS					
12:20 1:30	L U N C H														
1:30 5:30	FREE TIME FOR STUDY AND PERSONAL USE														
5:30 6:45	D I N N E R														
6:45 7:30	COURSE REGISTRATION - ANY TIME AFTER 1 P.M.	STUDY GROUPS		INFORMATION SYSTEMS AND MANAGEMENT CONTROL - MIKE BOND			FREE TIME	BOND. CONT'D		STUDY GROUPS				COCK- TAIL HOUR	
7:30 8:45		STUDY GROUPS		STUDY GROUPS				STUDY GROUPS				BANQUET			
8:45 9:30	OPENING SESSION	ORGANIZATIONAL BEHAVIOR AND MANAGEMENT - VERN BUCK					FREE TIME	ORGANIZATIONAL BEHAVIOR AND MANAGEMENT - VERN BUCK					WIND-UP PARTY		
9:30		COFFEE AND SNACKS - VINCI HALL LOUNGE													

CHECKOUT AND DEPARTURE 12 NOON

APPENDIX 111

ITEM 10
MANAGER'S REPORT NO. 28
COUNCIL MEETING 1978 04 10