

Lance H. Hegland, MBA

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OBJECTIVE

To acquire knowledge, skills, tools, and technology in order to practically, reliably, efficiently, and innovatively assist for-profit and non-profit organizations build mutually-beneficial partnerships plus gain and retain access to resources empowering them toward successfully pursuing their goals. Focusing on organizational development, strategic planning, marketing, and process improvement for non-profit and for-profit organizations.

GRADUATE STUDIES

University of Saint Thomas Opus College of Business; Saint Paul, Minnesota..... September 2009 – Present
Lifelong Personal and Professional Development ¹
Cumulative Grade Point Average: N/A
Accumulated Credits: 3.0

University of Saint Thomas Opus College of Business; Saint Paul, Minnesota..... May 2003 – August 2009
Graduated: August 2009
Degree: Masters of Business Administration
Concentration: Health Care Management / Non-Profit Management
Cumulative Grade Point Average: 3.910
Accumulated Credits: 44.0
Graduate Management Aptitude Test (GMAT) Scores (September 2003):
Quantitative = 48 (87th percentile)
Verbal = 44 (97th percentile)
Overall = 740 (98th percentile)

Health Care Management

MGMT630 -- Overview of the Health Care SystemA.....2004 Fall
This course provides an accurate understanding of the various components of the health care system - providers, consumers, payers, third-parties - and how they interrelate. Students will learn about issues, motivations and incentives that influence all parts of the system. They will also gain an understanding of the political and social environment in which they operate. The course is designed to give all students a common base of understanding early in their curriculum.

MBHC702 -- Current Issues in Health Care Policy.....A..... 2004 Spring
This course addresses the socioeconomic, political, ethical and practical issues confronting the medical care system in the United States. Emphasis is given to the trends in providing and financing care in changing markets and governments, as well as the implications for clinics, medical groups and health professionals.

¹ On-going and planned courses signified by gray text, "*" in the grade field, and "To Be Determined" in the date field.

Non-Profit Management

MGMT862 -- Program Design and Evaluation for NonprofitsA.....2008 Fall

Nonprofit program design is the precursor of effective implementation that ultimately creates positive and lasting changes in people's lives. This course will consider the theory, design, development, implementation and evaluation of nonprofit programs and their effectiveness within their supporting social sector organization. The course is appropriate for anyone working (or wanting to work) in a setting where there is a "double bottom line" of providing both social good and fiscal responsibility. Investigation of the logic model, performance evaluation and management tools will provide a solid base for any nonprofit program development activities or fund seeking.

MGMT 861 -- Nonprofit Resource Development * To Be Determined

This course provides a detailed, thorough understanding of the concepts, resources, environment and techniques of development for nonprofit organizations. It uses a strategic overview approach to planning, organizing, operating and controlling the development function. Topics will include: role of the board, volunteers and staff; constituency building; institutional support; individual giving; campaign organization; fundraising planning; ethics of fundraising; and entrepreneurship and innovation.

Strategic Management

MGMT799 -- Strategic ManagementA-..... 2009 Summer I

An integrative approach to the formulation and implementation of organizational strategy and policy, this course focuses on organizational performances as it relates to mission, goals and objectives. Students will get practice defining multi-faceted problems and their causes; analyzing internal and external environments; reviewing key corporate and business strategies; formulating alternative strategic options; and addressing the challenges of implementation. Emphasis is on the ethical dimensions of problem solving at the general management level. The course will draw upon the analytical tools and managerial knowledge developed in all previous MBA courses, with application to both for profit and nonprofit organizations.

MGMT 623 -- Project Management * To Be Determined

This course will discuss the fundament basis for scheduling and project scope difficulties, and provide tools for creating practical solutions. Students will become more aware of why we encounter similar pitfalls with each new project. Discover that you are not alone in encountering a chaotic project life-cycle, the complexity people bring, and the reasons why our organizations are continuing to become more chaotic. This course will examine the new phase development of project management. We will use numerous disciplines to create a more dynamic and flexible project management methodology. These disciplines include Industrial Behavior, Psychology, Human Behavior, Chaos and Complexity, Organizational Behavior, and Systems Theory to name a few. As project managers, we face impossible schedules, unrealistic specifications, and limited budgets. As leaders we face personnel issues, motivation requirements and organizational issues. This course will provide insight and practical examples of the areas of knowledge needed to practice effective project management in today's dynamic work environment.

MGMT 808 -- Negotiation Skills Management..... * To Be Determined

This course explores the major concepts of negotiation inherent in any business or personal situation. The focus will be on interpersonal and inter-group conflict and its resolution. Through the analysis of bargaining and conflict situations, students will be able to learn their own individual "negotiating styles." Some of the major elements of the course include distributive (win-lose) negotiations, integrative (win-win) negotiations, the use of power in negotiations and negotiation ethics. Negotiation cases will be used extensively in the course to allow students to improve their negotiation skills through "hands on" scenarios. Beginning with relatively simple one-on-one negotiations, the course will progress to complex, multi-party negotiations where class members will assume different roles.

MGMT 702 -- Organizational Development and Change Management..... * To Be Determined

Change in organizations has become pervasive. This course will examine how change occurs in organizations so students can better understand the process and develop a framework for understanding and managing change more effectively. The course will look at major world and societal changes that contribute to the amount and pace of change in business organizations, review the major theories that try to explain change, and explore diagnostic tools and actions needed for facilitation and implementation of change. Students will also be challenged to become more successful managers by recognizing their personal capacities to direct and experience organizational change while dealing with competing demands on their energy, time and attention.

MBMG600 -- Management: Challenges and Purpose.....A..... 2003 Summer I

Management challenges and Purpose (MCP) explores the realities of managing and working in continuously changing organizations. Five major components are examined: 1) Management: the role of management and leadership in today's organizations; 2) Self: The relationship between management performance and personal preferences, skills, and interests; 3) Values: the connection between personal values and ethical management; 4) Future: the ability to think long-term, to assess trends, and to understand managerial implications; and 5) Resources: management development tools and processes. MCP's goal is to help students position themselves and other for future success and fulfillment in their work. Rigorous discussion and critical reflection provide personal and managerial insights.

Marketing ManagementMKTG 730 -- Services Marketing.....A.....2007 Fall

This course is designed to engage you in thinking about the central issues in services marketing and introduce you to useful perspectives for analyzing services and service issues. All sectors of the service economy will be examined in this course and emphasis will be on applying marketing skills to the services sector through a substantial course project.

MKTG 600 -- Marketing ManagementA..... 2007 Spring

This course offers a managerial approach to the study of strategic market decision making. It will examine the basic principles of marketing and their use in developing an optimum marketing mix. It will cover such topics as market planning; segmentation and target marketing; channels of distribution; consumer behavior; competitive analysis; pricing, demand analysis and forecasting; promotion, sales management; and product decisions. The course is designed to build a conceptual foundation for understanding and analyzing marketing situations. You will learn a managerial approach to applying marketing principles to practical marketing situations. This course provides a foundation for further education in marketing.

Operations Management**DSCI610 -- Operations Management**A..... 2008 Summer

This course regards the student as a consumer of operations management results rather than a producer of the results. The operations function is examined from the general manager's perspective. The role of the operations function in goods-producing companies as well as in service organizations is examined. The course discusses the decisions for which the operations manager is accountable. How those decisions are made and the various tools and methods used to make the decisions also will be addressed. Students should not expect to become proficient in using these tools; rather they should expect to understand why the tool is appropriate to the decision.

DSCI 620 -- Service Operations * To Be Determined

Service-providing organizations differ from product-producing organizations in a number of important ways. Further, there are very few pure service or pure product producing organizations. Most are some combination of service and product. This course will examine the differences and the similarities. The course examines the role of the operations function, the decisions for which the operations manager is accountable, and the various tools and methods used for decision making. Special emphasis will be placed on how the tools must, or may, be adapted for pure service or combination organizations.

DSCI 630 -- Quality Management and Six Sigma * To Be Determined

This course provides an introduction to the principles and practices of quality management. This course covers basic tools and techniques of quality, but will focus on the managerial application of those tools and techniques. Modern approaches to quality management such as the Baldrige criteria, ISO certification, and Six-Sigma programs will be included, as well as the philosophies of quality pioneers such as Deming and Juran.

DSCI 635 -- Process Analysis plus Lean and Agile Organizations * To Be Determined

The primary objective of this course is to learn and apply the concepts and techniques of business process analysis and improvement. Students will learn how to analyze and improve business processes in different contexts using appropriate process improvement tools. Fundamental concepts that can be used to systematically analyze any business process will be covered, as well as more focused programmatic techniques such as lean/agile/flexible (and/or JIT) systems, Theory of Constraints (TOC) and Business Process Reengineering.

DSCI 750 -- Supply Chain Management..... * To Be Determined

This course will identify the key principles and current practices in the logistics management of products and services to consumers, institutions and industry. Theoretical, analytical and application models will be presented and discussed as tools in developing supply chain strategies that offer appropriate service levels with optimal efficiency. Contemporary readings, guest speakers, case studies and simulation activities may be included in the course structure.

DSCI 770 -- Operations Strategy..... * To Be Determined

This course is focused on enabling the student to understand the value created and captured by different operating strategies. Students will learn how these strategies must be designed to fit with the particular requirements of various competitive environments, as well as a company's competitive strategy. Students will develop the ability to identify and frame complex strategic issues in operations, design operating strategies that address those issues, and take effective action to achieve the full potential of the decisions.

Human Resource Management

MGMT610 -- Human Resource Management.....A..... 2009 Spring

This course surveys and analyzes the major functions within human resources covering such topics as the dynamics of the work-force, diversity and aspects of planning, staffing, legal climate; training and development; compensation; benefits; health/safety and security; employee/labor relations; personnel research; and current and future issues affecting human resource administration. The course deals with the role and challenges within management of human resources in contemporary organizations. This course is very appropriate for anyone that has supervisory or management responsibilities.

Financial Management

FINC600 -- Financial Management.....A..... 2008 Spring

This course will focus on the financial management of business. It will cover the following subject matter: risk, return, evaluation, cost of capital, capital budgeting, long-term financing, capital structure theory, financial analysis and planning, and working capital management. The international aspect of financial management will be covered as it applies to the subject matter outlined above.

Economics

ECON600 -- Economics of Organizations and Management.....B.....2006 Fall

Economic Concepts offer a foundation for understanding managerial decision making within an organizational context and the interactions of organizations in the marketplace. A broad range of topics and concepts will be integrated into lectures, discussions, and case analyses. Topics include: the theory of the firm, including principal - agent issues and incentive contracts; market (demand and supply) analysis, competitive dynamics and strategy implications, internal and external labor markets, decision making in risk-related environments, and government policies affecting management decisions. The emphasis on the U.S. and on market-based economies will be considered in a global context.

Accounting

MBAC503 -- Introduction to Financial Accounting.....A..... 2004 Spring

Financial accounting is an integral part of the planning, reporting and control functions of every business. It is a means to achieving insights about the firm's financial condition, operating results, cash flows and ownership and capital structure. This course covers the fundamental terminology and calculations of financial accounting and reporting, as well as the comprehension and interpretation of financial statements. Ethical aspects of accounting are included.

ACCT605 -- Managerial AccountingA..... 2006 Spring

This course is designed to give students an understanding of how cost information is used in planning, decision-making, and performance evaluation. Topics include, but are not limited to, cost allocation including Activity-Based Costing, contribution margin analysis, budgeting and performance evaluation. Ethical aspects of managerial accounting are included.

Statistics

MBST600 -- Managerial Decision Analysis.....A..... 2006 Summer I

This course provides students with a basic understanding of the role of statistics in the gathering of data, the creation of information and its use in decision-making. Students will learn methods for summarizing data, both numerically and graphically, and for drawing conclusions from sample data. Statistical analyses will be carried out using the computer and statistical software. The focus of the course is on how statistical methods can be applied to business problems to improve outcomes; stress is placed on the design of statistical studies, collection of data, and the interpretation of results (rather than the details of computation).

UNDERGRADUATE STUDIES

University of Saint Thomas; Saint Paul, Minnesota.....1991-1994

Graduation: May 1994

Degree: Bachelor of Arts in Mathematics

Concentration: Actuarial Studies

Overall Grade Point Average: 3.770

Graduated Summa Cum Laude

Central Lakes College; Brainerd, Minnesota1990-1991

Overall Grade Point Average: 4.000

Post-secondary program during senior year in high school