

Putting Knowledge To Work

Texas Executive Education

Fall 2012 - Spring 2013 Programs

PROGRAM LEADERSHIP FLEXIBIL BUSINESS SIMULATION — SUCCESS NETWORKING — PRODUCT MAR MARKETING — PRODUCT MAR WHARKETING — PROJECT MANAGEMENT CHALLENGES — STRATEGIC NEGOTIATIONS — PLANNING SUPPLY CHAIN MANAGEMENT — COLLABORA

What's being said about Texas Executive Education Programs?



"Exceeded my expectations. All the information is very useful and examples relate to the workplace."

- Richard Medina

Director, Gas Engineering and Marketing, CPS Energy (Advocacy)

"Simulation [done by Dr. Martins] was interesting and was very efficient manner of teaching the concepts. Dr. Daly does an excellent job of teaching and keeping the attention of the class."

- Gabe Bender

Director of Sales, Remy Power Products (Leading Change

"Awesome team exercise! A great opportunity to put theory into motion and see the outcome of balancing risk and strategic planning."

- Mark Simpson

xecutive Director. Purple Hearts (Financial Analysis)

"Dr. Daly was outstanding. Really helps me to understand through great examples."

- Grea Beach

IT Technical Manager, USAA (Advocacy)

"It's incredibly easy to sign up, get prepared, and attend the session. The binders are very helpful. All of the amenities keep folks focused on the class and not distracted."

- IIII Garance

Director of Client Services, ALI Solutions

(Administration and organization of the program)

Fall 2012 & Spring 2013 Open Enrollment Calendar

Page	Project Management	IML CORE	GMC CORE	GMC Electives	PMC core	PMC Electives	SCMC CORE	SCMC Electives	MC CORE	MC Electives	SEP 12	OCT 12	NOV 12	DEC 12	JAN 13	FEB 13	MAR 13	APR 13	MAY 13	JUN 13
1	Developing the Project Business Case				/						17-18								2-3	
1	Planning the Successful Project				/							11-12				21-22				
1	Managing Information Technology Projects				/*								27-28				5-6			
1	Managing Project Execution				/ *						24-25								21-22	
	Supply Chain Management	IML CORE	GMC CORE	GMC Electives	PMC CORE	PMC Electives	SCMC CORE	SCMC Electives	MC CORE	MC Electives	SEP 12	OCT 12	NOV 12	DEC 12	JAN 13	FEB 13	MAR 13	APR 13	MAY 13	JUN 13
2	Supply Chain Strategy						/												7-8	
2	Supply Chain Risk						/											9-10		
2	Supply Chain Procurement and Sourcing						/					4-5								
2	Supply Chain Sales and Operations Planning and Logistics						1					23-24								
	Strategic Planning & Change	IML CORE	GMC CORE	GMC Electives	PMC CORE	PMC Electives	SCMC CORE	SCMC Electives	MC CORE	MC Electives	SEP 12	OCT 12	NOV 12	DEC 12	JAN 13	FEB 13	MAR 13	APR 13	MAY 13	JUN 13
8	Leading Change	/		/						1			8-9				7-8			13-14
9	Strategic Decision Making	/		/		/		/			20-21					7-8				
10	Strategic Management	1		/				/				16-17							9-10	
	Leading People & Teams	IML CORE	GMC CORE	GMC Electives	PMC CORE	PMC Electives	SCMC CORE	SCMC Electives	MC CORE	MC Electives	SEP 12	OCT 12	NOV 12	DEC 12	JAN 13	FEB 13	MAR 13	APR 13	MAY 13	JUN 13
11		/ **		1		/						2-3	29-30			5-6		30-1		
12	Building Engagement	/ **		/						1		25-26						2-3		
13	Leading High Performance Teams		/ ***			/					6-7		1-2			28-1		11-12		
14	The Art and Science of Effective Negotiation		/ ***	/				1		1	27-28					19-20				
15	Virtual Leadership: Leading Dispersed Teams			/				1						13-14					30-31	
	Marketing	IML CORE	GMC CORE	GMC Electives	PMC CORE		SCMC CORE	SCMC Electives	MC CORE		SEP 12	OCT 12	NOV 12							JUN 13
16	Drive Business Performance Through Marketing			/					/			18-19							16-17	
17	Entrepreneurial Marketing			/					/				13-14					17-18		
18	Market Validation			/					/				15-16					4-5		
19	Marketing Strategy	1		1					1			9-10			31-1					
	Accounting & Finance	IML CORE	GMC CORE	GMC Electives	PMC CORE	PMC Electives	SCMC CORE	SCMC Electives	MC CORE	MC Electives	SEP 12	0CT 12	NOV 12	DEC 12	JAN 13	FEB 13	MAR 13	APR 13	MAY 13	JUN 13
20	Accounting & Finance for Non-Financial Managers		/ ***								13-14					14 - 15				
21	Financial Analysis & Measuring Business Performance	/		/		/								11-12					14-15	
22	Performance Management and Control		/ ***			/				1			5-6				26 - 27			
22	Data-Driven Business Intelligence			1										4-5]
	Innovation	IML CORE	GMC CORE	GMC Electives	PMC CORE	PMC Electives	SCMC CORE	SCMC Electives	MC CORE	MC Electives	SEP 12	OCT 12	NOV 12	DEC 12	JAN 13	FEB 13	MAR 13	APR 13	MAY 13	JUN 13
25	Leading Innovation withing Existing Organizations			/								23-24				12-13				
24	Maximizing Mental Agility to Improve Creativity			/									6-7				21-22			
26	Strategic and Business Model Innovation			1										6-7						

Your Challenge

Recent economic changes have challenged you to:

- Lead with limited resources while keeping your organization's core strength intact
- Expand or change your and your team's responsibilities
- Prepare your team with the knowledge and skills to effectively take on new roles

Your Solution

Texas Executive Education Programs:

- Efficient two-day programs that enable you to lead effectively, think strategically, and manage change
- Flexible Executive Development Certificate programs in managerial leadership, project management, supply chain management, and energy

Any of our two-day programs may be taken independently or part of a certificate series.

Certificate Programs

Project Management Certificate (PMC)	p.1
Supply Chain Management Certificate (SCMC)	
Energy Certificate (EC)	.p.3
General Management Certificate (GMC)	
Institute for Managerial Leadership (IML)	.p.5
Marketing Certificate (MC)	.p.6
Driving Business Innovation Certificate	. p.7



^{*} Either Managing Information Technology Projects or Managing Project Execution must be taken to fulfill one core PMC course.
** Either Advocacy or Building Engagement must be taken to fulfill one core IML course.
*** Either Leading High Performance Teams or Effective Negotiation AND Accounting and Finance or Managerial Accounting must be taken to fulfill two core GMC courses. If both courses are selected one will count as an elective.

Certificates Certificates

Project Management Certificate

Our state-of-the art curriculum is built upon an integrated, scalable stage-gate approach to project management. This decision-driven framework requires the manager to address the changing nature of the relevant business questions as the project progresses through each phase. The project plan is refined in a structured and progressive manger to address uncertainty and risk in discrete, manageable steps.

Earning a Project Management Certificate requires completing three core courses and three electives.

Where:

AT&T Executive Education and Conference Center

Certificate Cost: \$13,800

Individual Program Cost: \$2,450

The program fee includes materials, lunches and breaks

Benefits:

- Build a sound business case for pursuing a potential opportunity in the face of significant risk and uncertainty
- Develop a robust execution plan that captures cost, schedule, and resource requirements in the face of risk
- Direct the execution phase of a project to a successful conclusion
- Identify the major challenges faced by project managers and discover management strategies to improves success rates

Programs Include

Developing the Project Business Case	September 17-18, 2012 or May 2-3, 2013
Planning the Successful Project	October 11-12, 2012 or Feb. 21-22, 2013
Managing Project Execution	September 24-25, 2012 or May 21-22, 2013
Managing Information Technology Projects	November 27-28, 2012 or March 5-6, 2013

Electives

- Advocacy: Championing Ideas to Influence Others
- Financial Analysis & Measuring Business Performance
- Leading High Performance Teams
- Performance Management and Control: Creating a Culture of Planning, Execution, and Accountability
- Strategic Decision Making

To learn more about the Project Management Certificate, please visit our website: www.mccombs.utexas.edu/execed

Supply Chain Management Certificate

Success in today's marketplace requires that organizations deliver goods and services that provide easily identified value for their customers. The supply chain management certificate program gives you the tools and ideas that help shape and define the various components of value creation.

The Supply Chain Management Certificate consists of four required core courses and two electives.

Where:

AT&T Executive Education

Certificate Cost: \$13.800

Individual Program Cost: \$2,450

The program fee includes materials, lunches and breaks

Benefits:

- Gain new thinking in Supply Chain Management utilizing bottlenecks to manage your system
- Understand business enterprises operate in an environment with varying risks
- Discover the tools and build risk into your decision making
- Translate the strategy to procurement: when and where do we source, whom do we source from, and how much do we pay
- Connect the relationship between Supply Chain and marketing, finance, operations, engineering, logistics, inventory and transportation

Programs Include:

Supply Chain Procurement and Sourcing	October 4-5, 2012
Supply Chain Sales and Operations Planning and Logistics	October 23-24, 2012
Supply Chain Strategy	May 7-8, 2012
Supply Chain Risk	April 9-10, 2012

Electives

- The Art and Science of Effective Negotiation
- Strategic Decision Making
- Virtual Leadership
- Strategic Management

To learn more about the Supply Chain Management Certificate, please visit our website: www.mccombs.utexas.edu/execed/

Certificates Certificates

Energy Certificate

Our Energy Finance Certificate Program offers an in-depth look at the economics, strategy, business valuation and finance that is specific to the energy industry. It offers managers and executives a unique opportunity to improve their business acumen in an environment focused specifically on the complexities of the energy field.

Benefits

- Understand the economics of the industry
- Conduct basic valuation of energy assets and corporations including the valuation of capital investments such as oil fields, pipelines and storage facilities

Where:

Certificate Cost: \$7,350

The program fee includes

Individual Program

Cost: \$1.395

- Discover how financing choices and discounted cash flows affect valuation
- Review key value chain economic and business features
- Learn how technology and technological innovation impact the value chain
- Leverage information from futures/option prices to make optimal decisions
- Realize the impact of economic/financial/geopolitical events on implied volatilities
- Discover hidden value creation potential in your firm that could make it attractive to private equity investors
- Use economic models to incorporate risk into decision making
- Learn how to use options to enhance economic value and to manage project risks
- Learn how to manage relationships with external stakeholders
- Understand how competition and antitrust rules apply to newly-competitive energy markets

Programs Include

Economics & Technology of the Crude Oil, Natural Gas & LNG Value Chains	September 15, 2012
Energy Finance	October 13, 2012
Global Oil and Gas Accounting	November 10, 2012
External Stakeholders, Ethics and Social Responsibility in Emerging Energy Markets	January 19, 2013
Introduction to Electric Power and the Economics & Technology of the Electric Power Value Chain	February 16, 2013
Decision and Risk Analysis in Hydrocarbon Exploration and Production	April 20, 2013
Business Valuation	May 4, 2013
Energy, Technology and Policy	June 1, 2013

To learn more about the Energy Certificate, please visit our website or contact:

Lynn Slattery, Assistant Director, Executive Education | 512-232-9462 | Lynn.slattery@mccombs.utexas.edu | www.mccombs.utexas.edu/execed

General Management Certificate (GMC)

The GMC is designed to give business professionals the opportunity to build a development program that focuses on their specific career-enhancing needs. The GMC's flexible schedule and high-impact learning allows participants a convenient way to remain competitive in their fields and vital contributors to their organizations. All courses guarantee participants an interactive learning environment, relevant learning simulations and

Where:

AT&T Executive Education and Conference Center

Cost: \$11,500 The program fee includes materials, lunches and break

invaluable idea sharing with other participants. The GMC consists of two required core courses and three electives. The courses may be taken in any order.

Core Courses

Accounting & Finance for Non-Financial Managers

OR

 Performance Management and Control: Creating a culture of planning, Execution and, Accountability Leading High
Performance Teams

OR

The Art and Science of Effective Negotiation

Elective Courses

- Advocacy: Championing Ideas & Influencing Others
- Building Engagement: What Leaders Do To Manage Talent & Build Allegiance
- Drive Business Performance Through Marketing
- Entrepreneurial Marketing
- Financial Analysis & Measuring Business Performance
- Leading Change

- Market Validation: Know Your Markets Before You Build Your Product of Service
- Marketing Strategy
- Strategic Decision Making
- ■Strategic Management
- Virtual Leadership: Leading Dispersed Teams

3 www.mccombs.utexas.edu/execed

Certificates Certificates

Institute for Managerial Leadership (IML)

In today's challenging business environment the pace is fast and the competition is intense. Professionals from technology to service industries are being called upon to assume key managerial roles without the knowledge or experience necessary to carry out these additional demands.

The IML, consisting of six core courses, develops the skills required to excel as a manager so you

can increase your organization's efficiency and profitability. Through a comprehensive program structure, you will learn how to create and sustain competitive advantage by developing innovative business plans; understand financial statements and the reality behind the numbers; manage teams for optimum performance; and implement aggressive marketing, production and distribution strategies.

Benefits

- Learn to manage new trends and market demands in a complex environment
- Increase team performance with leadership skills that motivate professionals
- Make better business decisions by identifying critical variables and using sophisticated analytical models
- Gain a broad understanding of financial and accounting principles
- Learn from world-renowned UT Austin business professors
- Interact with professionals from a wide range of leading companies

Program Curriculum

- Advocacy: Championing Ideas& Influencing Others
- OR
- Building Engagement

Financial Analysis & Measuring
Business Performance

Where:

Cost: \$13,800

AT&T Executive Education

The program fee includes

materials, lunches and breaks

- ■Leading Change
- Marketing Strategy
- ■Strategic Decision Making

"Thanks for offering this great IML program. I learned a lot, enjoyed meeting my classmates and was impressed with the consistent outstanding quality of the professors over all six courses. The program was absolutely worth the time and money and I had many valuable takeaways I have been and will be able to apply to my job."

Jennifer Miller

Chief Counsel, Air Force Real Property Agency

Marketing Certificate

The Marketing Certificate (MC) prepares you with an advanced understanding of marketing principles, concepts, and techniques, which you can apply towards your profession or organization. You will have a better understanding of strategic marketing, market research and planning, and analytics.

The MC gives you the flexibility to build a certificate series of two-day courses that focuses on your

Where:

AT&T Executive Education and Conference Center

Cost: \$11,500 The program fee includes materials, lunches and breaks

unique career-enhancing needs while fitting your busy schedule. Earning a Marketing Certificate requires completing three core courses and two electives. The courses may be taken in any order and participants have two years to complete the requirements.

Core Courses (choose three):

- Drive Business Performance Through Marketing
- Entrepreneurial Marketing
- Marketing Strategy
- Market Validation: Know Your Markets Before You Build Your Product or Service

Electives (Choose Two):

- The Art & Science of Effective Negotiation
- ■Building Engagement: What Leaders Do To Manage Talent & Build Allegiance
- Leading Change
- Managerial Accounting for Non-Financial Executives



Certificates Strategic Planning & Change

Driving Business Innovation Certificate

In today's business-world, technology is changing at a fast-pace challenging companies to become more efficient and innovative to compete rigorously in the marketplace. The creation of new ideas can lead to better or improved services, more effective products, or new technologies. The Innovation Certificate focuses on strategies for business leaders to develop and foster innovative thinking to successfully create services or products to better meet and exceed your customers' expectations. You will leave with tools and techniques to enable your organization and team to innovate and execute successfully.

Where:

AT&T Executive Education and Conference Center

Certificate Cost: \$13,800

Individual Program Cost: \$2,450

The program fee includes materials, lunches and breaks

Benefits

- Learn techniques for innovation
- Discuss why products succeed or fail in the market place
- Understand the research of the innovation process
- Discuss fixing brain storming
- Create an Implementation Intention plan (bring your ideas to reality)
- Develop creative solutions for effective problem solving

Earning an Innovation Certificate requires completing three core courses, and six days of electives. The courses may be taken in any order and participants have two years to complete the requirements.

Core Courses:

- Leading Innovation within Existing Organizations
- Maximizing Mental Agility to Improve Creativity
- Strategic and Business Model Innovation

Electives:

- Advocacy (2 day course)
- Strategic Management (2 day course)
- Building Engagement (2 day course)
- Market Validation (2 day course)
- Planning The Successful Project (2 day course)
- *Writing Persuasive Business Proposals (1 day course)
- *Company Talk: The Language of Power and Deception (1 day course)
- *****Creativity and Leadership (1 day course)
- * 1 day courses are offered through the Human Dimensions of Organizations (HDO) program at the College of Liberal Arts. For more information, visit hdo.utexas.edu

Leading Change

In today's competitive world, leaders are faced with a very difficult challenge: How to do more with less in an environment where the velocity of change is increasing. The ability of a firm to quickly adapt to changing competitive conditions and to fundamental shifts in labor markets is a very important predictor of success.

Benefits

- Discard your fear of change and embrace new opportunities for growth
- Learn how to recognize when changes are needed
- Capitalize on your leadership skills to implement changes
- Articulate your new vision to your employees to generate cooperation
- Appreciate your organization's culture and use it to implement changes
- Assess your organization's success objectively to determine what changes are needed
- Incorporate temporary employees into your permanent workforce effectively

Faculty

- John A. Daly, Ph.D., Liddell Professor of Communication, College of Communication; Professor of Business Communication, the McCombs School of Business
- Luis Martins, Ph.D., Associate Professor, Department of Management

When:

November 8-9, 2012 March 7-8, 2013 June 13-14, 2013

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

The program fee includes materials, lunches and break:



"Very insightful and entertaining. I liked the use of real life examples and stories." Erika Berg Managing Director - IT, Charles Schwab

"Immediate application to changes we are making in my division."

Stephen TerMaath

Chief, BRAC Program Management, Air Force Real Property Agency

Strategic Planning & Change Strategic Planning & Change

Strategic Decision Making

Uncertainty and risk make many decisions difficult, especially those involving R&D projects, new products and new ventures. This program provides an introduction to decision and risk analysis – the systematic evaluation of decision problems involving uncertainty. The course breaks down decision analysis into more manageable parts. You will gain knowledge on how to make the best decision considering all relevant factors and information available; learn to identify the risks and options that can ease risks and create opportunities; and identify risks that can be controlled. Utilizing modeling software, you then apply these methods to a variety of decisions.

Benefits

- Understand the basic tools available for structuring problems involving risk and uncertainty
- Develop the ability to break down problems for analysis
- Examine methods for structuring and modeling decision problems, and apply these methods to a variety of problems that involve risk and uncertainty
- Define alternatives for project execution

When:

September 20-21, 2012 February 7-8, 2013

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

The program fee includes materials, lunches and breaks



Faculty

- James S. Dyer, Ph.D., Professor, Department of Information, Risk and Operations Management
- Paul Damien, Ph.D., Professor, Department of Information, Risk and Operations Management

Special Feature:

To enhance program learning, participants will receive a complimentary copy of "Why Can't You Just Give Me The Number? An Executive's Guide to Using Probabilistic Thinking to Manage Risk and to Make Better Decisions," by Patrick Leach.

Strategic Management

This program provides an overview of the major modern strategy and product frameworks. The major industry, corporate and divisional strategies frameworks are all covered along with the leading forms of product, product mix, and product life cycle strategies.

This workshop will help you understand how these frameworks are applied in the development of industry, corporate, divisional and product strategies. It will also help you understand how to apply these frameworks to evaluate the differentiation strategies of competitors. The application of these frameworks is covered through case studies and examples, applying these frameworks in a hands-on manner to enable you to incorporate strategic thinking in your day to day decision making.

Benefits

- Learn the major frameworks for industry, corporate and divisional strategies
- Work with the leading methods of product and service strategies including life cycles, product mixes, sustaining and disruptive innovations
- Work with case studies and examples of major industries and their leading players
- Learn how to apply these industry and product strategies to your industry, company, division and product
- Understand how these strategy frameworks can be used to drive day to day decision making

Faculty

- Rob Adams, Ph.D., Director of Texas Venture Labs, Department of Management
- **John Doggett,** Senior Lecturer, Department of Management

When: October 16-17, 2012 May 9-10, 2013

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

The program fee includes materials, lunches and breaks



"Dr. Adams' interactive teaching style and engagement with the class on real life application was excellent."

John J. Davis

Managing Director, BlackRock, Inc.

Leading People & Teams Leading People & Teams

Advocacy: Championing Ideas & Influencing Others

In today's very tough competitive world, good ideas are especially important. Regrettably, good ideas don't ever sell themselves, they must be sold – or advocated. Some people seem to know how to market their ideas with ease while generating personal loyalty at the same time. For others, it's a skill that can be acquired. In this unique program, you will learn the basic marketing concepts that affect your success at convincing others to adopt your ideas. You will walk away knowing how to construct and deliver your message, to position and differentiate your ideas, to generate loyalty and commitment, and to overcome resistance and be more persuasive. This program is designed to enhance your skills on how influence others to be able to convince them of the value of your ideas.

Benefits

- Develop and implement an internal marketing plan
- Construct and deliver persuasive messages that work in any context
- Build and nourish alliances and networks
- Generate loyalty and commitment from colleagues and contacts
- Find and use mentors, and/or become a mentor
- Sponsor and spread change throughout the organization
- Use narratives and stories to communicate a message
- Overcome objections and handle problem people and/or situations
- Present ideas with impact and impetus
- Tailor messages for different audiences

Faculty

- John A. Daly, Ph.D., Liddell Professor of Communication, College of Communication; Professor of Business Communication, the McCombs School of Business
- **Gaylen D. Paulson, Ph.D.,** Associate Dean and Director, Texas Executive Education

"Dr. Daly is a star. He is an encyclopedia of information. His overall knowledge makes him the oracle of advocacy." Dexter Cochnauer

Chief, Real Property Management Division, Air Force Real Property Agency

When:

October 2-3, 2012 November 29-30, 2012 April 30-May 1, 2013

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

The program fee includes



Building Engagement: What Leaders Do To Manage Talent & Build Allegiance

Both formal and informal leadership are essential to creating engagement in today's competitive work environment. This program examines what it takes to "make it" as a leader, and presents a wide variety of practical moves successful people make to create loyalty and build commitment.

Different than many sessions of this sort, we look at specific steps you can take to enhance interpersonal effectiveness and generate high levels of engagement among your co-workers. In this program, we discuss research findings where leaders world-wide were asked to describe what they did, on a daily basis, that made them successful leaders.

Benefits

- Create strong teams by engendering loyalty and promoting engagement
- Be interpersonally "savvy" when working with others to create stronger and more rewarding relationships
- Communicate more effectively and efficiently
- Be more effective at work by creating a more productive atmosphere
- Lead by doing what successful leaders do every day
- Enhance your personal credibility in the workplace to gain support and respect from all levels

Faculty

- John A. Daly, Ph.D., Liddell Professor of Communication, College of Communication; Professor of Business Communication, the McCombs School of Business
- **Doug Dierking, Ph.D.,** Assistant Chair and Senior Lecturer, Department of Management

When: October 25-26, 2012

Where:

AT&T Executive Education and Conference Center

Cost: \$2450 The program fee includes materials, lunches and breaks



"More engaging than any other professional development course I've taken. The case studies/exercises made the difference." David F. Bonner Director of Operations, Stematix, Inc.

Leading People & Teams Leading People & Teams

Leading High **Performance Teams**

In today's changing workforce, managers are challenged with becoming innovative leaders who can successfully inspire productivity, motivate employees, and achieve organizational goals and objectives. Faced with reduction in force or resources, the demands of managers are ever increasing to perform functions formerly in the realm of human resource and other departments. This two-day program will provide you with a comprehensive toolkit of the major functions effective leaders perform in the realm of hiring, communicating, motivating, negotiating, teaming, evaluating, rewarding and creating a high performance culture. You will examine and learn the critical skills effective managers use to motivate and lead others, and how to foster group cohesiveness.

Benefits

- Develop new insights on leading
- Recruit the right people for the right job
- Handle tough leadership issues, such as giving criticism, making meetings efficient, utilizing teams, and delegating in ways that enhance productivity
- Enhance the ability to set effective performance goals
- Use the performance appraisal process effectively
- Motivate the workforce of today
- Retain the best people

Faculty

- **Ethan Burris, Ph.D.,** Assistant Professor, Department of Management
- John A. Daly, Ph.D., Liddell Professor of Communication, College of Communication; Professor of Business Communication, the McCombs School of Business
- **Luis Martins, Ph.D.,** Associate Professor, Department of Management

"Dr. Martins presents course material that can be used daily." Alison Brasher Associate HR Business Partner, Rackspace Hosting

When:

Where:

Cost: \$2450

Feb. 28-March 1, 2013

AT&T Executive Education

The program fee includes

The Art and Science of **Effective Negotiation**

Negotiation is part of our daily lives. Whether it is internally with a colleague or externally with a business partner you need to be prepared. The ability to prepare for the negotiation process and discover optimal solutions is critical to success. This program facilitates developing the approach to negotiating that works best for you. You will chart your best possible outcomes, then analyze which strategies will work the best with the negotiation style of your partners and the opposition. Finally, you will put it all together to negotiate high quality deals and receive feedback on your approach.

Benefits

- Develop your negotiation strategies
- Determine the value of your negotiation
- Explore 5 Tactical Options of negotiation
- Discuss 7 Tactical Stages of the negotiation process
- Learn how to find mutually beneficial trade-offs
- Discover the differences between individual and group negotiations
- Plan for negotiations with difficult people or those you don't trust

Faculty

- Janet Dukerich, Ph.D., Senior Associate Dean, the McCombs School of Business; Professor, Department of Management
- **Gaylen D. Paulson, Ph.D.,** Associate Dean and Director, Texas Executive Education

When:

September 27-28, 2012 February 19-20, 2013

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

The program fee includes



"Dr. Paulson was fantastic! Great guidance, great tips." Jason Richev European Sales Director, Cyberonics

"Very good instructors. Scenarios were valuable. Great course!" Dr. David Browder Regional Director, Texas Physical Therapy Specialists Leading People & Teams

Virtual Leadership: **Leading Dispersed Teams**

At a time of corporate belt tightening, people are traveling less and meeting less frequently with their fellow team members and leaders. Virtual teams are already a fact of the global marketplace as companies leverage talent spread across the world and technology allows better communication. This trend is increasing rapidly as travel restrictions lessen face-to face interaction.

You will examine what it takes to lead and work with distanced teams. The program draws from recent research to identify the necessary skills members of virtual teams need for creating successful teams. A two-stage model of distance leadership is introduced that teaches participants how to more effectively work with, and lead, teams that work far apart.

Benefits

- Learn why virtual teams are so important to organizations today
- Understand the dynamics of virtual teams
- Discover ways for managing people from afar
- Acquire strategies for communicating effectively with distanced team members
- Become skilled at working with a two-stage model of virtual leadership
- Recognize your employees' development needs
- Identify appropriate resources for employee development
- Find out what really keeps valued employees from leaving when they work from a distance
- Know how to use the performance management process as a retention tool

Faculty

- John A. Daly, Ph.D., Liddell Professor of Communication, College of Communication; Professor of Business Communication, the McCombs School of Business
- Luis Martins, Ph.D., Associate Professor, Department of Management
- Deidre B. Mendez, Ph. D., Assistant Director, Center for International Business Education and Research, the McCombs School of Business

When:

May 30-31, 2013

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

The program fee includes materials, lunches and breaks



Driving Business Performance Through Marketing

In this hands-on, simulation-based workshop, you will learn how to market effectively in a dynamic, competitive market-place.

This program is designed to help participants put theory into practice. It assumes an understanding of the fundamental concepts in marketing, through previous courses or professional experience.

Armed with the basics of marketing, you will be thrown into the simulation. Along with other

When:

October 18-19, 2012 May 16-17, 2013

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

participants in the workshop, you will manage the business for three years and make 12 quarterly decisions. Your objective will be to outsmart and out execute the competitors built into the simulation. You will make decisions around market research, target market selection, positioning, product design, pricing, distribution channels and sales force management, and marketing communications. Using metrics generated by the simulation, you will repeatedly analyze your position, evaluate the effectiveness of your strategy, and develop and execute strategy adjustments.

Benefits

- Manage the real-world challenge of making decisions despite incomplete information
- Observe how a particular market changes in response to your decisions
- Recognize the interaction of your marketing decisions with others in & outside your firm.
- Understand the link between marketing-strategy formulation and effective execution.
- Use segment/customer needs analysis to make product policy /design decisions.
- Understand segmentation, targeting and positioning.
- Set and change price in response to market dynamics
- Manage channel conflict and maintain consistency across multiple channels.
- Use metrics to measure firm performance as well as customer and competitor response to your actions.
- Appreciate the relationships among customer satisfaction, customer buying patterns, customer loyalty, and firm profitability.

Faculty

- **Kapil Jain, Ph.D.,** Senior Lecturer, Department of Marketing
- **Kate Mackie, Ph.D.,** Senior Lecturer, Department of Marketing

Entrepreneurial Marketing

More often than not, the reason for the success of a new venture isn't technology—it's marketing. Marketing plays a crucial role not only in developing. producing, and selling products or services but also in guiding recruiting efforts and raising capital. All the important questions asked by investors in early stage companies, or decision makers in larger intrepreneurial focused organizations, are strategic marketing questions: Who is the customer? What problem do you solve for him? How big is the market? How quickly is it growing? Who are the competitors? What is your sustainable competitive advantage? And yet, many ventures are begun without careful pre-venture marketing, which can prove to be a fatal mistake.

This course clarifies key marketing concepts, methods, and strategic issues relevant for start-up and early-stage entrepreneurs as well as early-stage intrepreneurs within larger established organizations. Because there is no universal marketing solution applicable to all entrepreneurial ventures, this course is designed to help you develop a flexible way of thinking you will be better positioned to determine and

about marketing problems in general. From there,

apply the most innovative and appropriate solutions to your situation.

Benefits

- Conduct an opportunity analysis "What am I selling to whom?"
- Discuss how to segment and position for competitive advantage
- Understand product, value and business model innovation
- Discover how to price to capture value
- Learn the applicability of social media to entrepreneurial endeavors

Faculty

- **Kapil Jain, Ph.D.,** Senior Lecturer, Department of Marketing
- **Kevin Williams, MBA,** Senior Lecturer, Department of Marketina

"Thoroughly enjoyed Dr. Jain. He made the class very interesting and I learned a great deal. Excellent. [Professor Williams used] great real world examples." Estella Baytan Product Manager, Pioneer Surgical

When:

Where:

Cost: \$2450

April 17-18, 2013

AT&T Executive Education

The program fee includes

Market Validation: Know Your Markets Before You Build Your Product or Service

This two day session covers the strategy and tactics of Market Validation using a three step process outlined in the book "If You Build It Will They Come? Three Steps to Test and Validate Any Market Opportunity" (Wiley, 2010) by Dr. Rob Adams. The statistics today around product success are pretty enlightening. Only 35% of new products launched by established companies succeed in the market; moving to the start-up world this figure drops to 10%. If you look at the United States economy alone, this translates into a \$260 billion dollar annual loss around new product failures.

When:

November 15-16, 2012

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

Market Validation is a proven approach to reduce the risk of product failure. In this program, you will discover the strategy and tactics of conducting Market Validation and you will leave with a completed plan to conduct this process.

Benefits

- Understand if more time and effort should be invested during fast triage of your idea in *The Ready Stage*
- Take a deep dive into the target market using primary research techniques to develop a product with unique, differentiable features that are compelling to your target audience as you complete The Aim Stage
- Learn the art of converting market data into product features and getting a product out the door quickly as you execute The Fire Stage
- Discuss the time investment required at each stage of the process
- Leave with a roadmap for bringing your next new product or service to market - successfully!

Faculty

Rob Adams, Ph.D., Director of Texas Venture Labs, Department of Management

"Useful parts were mixing the instructor's experience with the students' ideas and proposals. Rob is a great presenter. I really enjoyed the interactions." Rolando Chapa Product Line Director, Optek Technology

> "Instruction and discussion were great. Very helpful." David Broadbent Product Marketing Manager, National Instruments

Accounting & Finance

Marketing Strategy

Everyone within an organization has the power to build or tear down your brand. Understanding markets and how you create value is a critical factor for your organization's success. Whether you are developing marketing campaigns or need a better understanding of the part you play in your organization's marketing strategy, this program is right for you. Designed to help you develop a thorough understanding of the concepts behind marketing strategy, you will leave with the foundation for building and benefiting from internally consistent marketing campaigns.

Benefits

- Identify unmet customer needs
- Create a compelling message that illustrates how your solution meets your customers' needs
- Balance listening to your customers with helping to shape their preferences
- Develop a strategy for building your brand
- Determine your product's place in the product life cycle
- Discuss pricing, promotion and place as a function of where you are in the product life cycle
- Develop and implement effective lean marketing programs

When:

October 9-10, 2012

Where:

AT&T Executive Education

Cost: \$2450

The program fee includes materials, lunches and breaks



Faculty

- **Kapil Jain, Ph.D.,** Senior Lecturer, Department of Marketing
- **Kate Mackie, Ph.D.,** Senior Lecturer, Department of Marketing

"Kapil was extremely engaging and was never at a loss for interesting examples to illustrate his points. He was able to take complex theoretical information and make it seem like second nature."

Julie McDevitt

Online Marketing Strategist, Armstrong World Industries, Inc.

"Great presenter. I really enjoyed the breakdown Dr. Mackie provided. Easy to follow and therefore very engaging. Great job!" Loni Luna Morse

Market and Communications Supervisor, Toshiba International Corporation

Accounting & Finance for **Non-Financial Managers**

This course is designed for managers in non-financial positions to learn, or refresh their skills, on the basics of accounting and financial terminology and financial analysis techniques. The two-day program teaches concepts and strategies integrated into a company's big picture. You will learn the business language and begin to understand the reality behind the numbers. Additionally, you will better understand how to address and communicate problems more effectively, identify relevant information, and apply the analytical skills needed to enhance your business decisions and to take maximum advantage of business opportunities.

Benefits

- Communicate more effectively with accounting and finance professionals
- Read and utilize annual reports
- Interpret a company's profitability, solvency, and liquidity
- Implement sophisticated working capital management techniques and understand why cash flow is king
- Understand performance metrics
- Increase your firm's wealth through capital budgeting

Faculty

- Eric Hirst, Ph.D., Associate Dean of Graduate Programs, the McCombs School of Business; Professor and Ernst & Young Faculty Fellow, Department of Accounting
- James A. Nolen, MBA, Distinguished Senior Lecturer, Department of Finance

Special Feature:

To enhance program learning, participants will receive a complimentary copy of "Finance" and Accounting for Nonfinancial Managers," by William G. Droms, the John J. Powers, Jr.,

When:

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

The program fee includes materials, lunches and breaks



Accounting & Finance Accounting & Finance

Financial Analysis & Measuring **Business Performance**

To sustain profitability, all managers need to understand where value comes from in their firm. This program takes a broad look at finance. You will learn a systematic approach for analyzing financial statements and for evaluating the impact on profitability of a wide range of strategic decisions.

By examining the way investors view a company, you will gain an understanding of how management decisions translate into value for shareholders. You will evaluate the effect important measures such as pricing and cost containment, asset usage, financing structure, and tax planning have on Return On Equity (ROE).

After a thorough explanation of the framework for evaluating the outcomes from these key decisions, you will have the opportunity to implement what you have learned in a comprehensive strategy simulation. Participants become the top corporate decision-makers of a high-tech manufacturing company and experience the challenges of a realistic business environment.

Benefits

- Understand the key drivers of ROE
- Evaluate performance using financial ratio analysis
- Understand how investors view your company and calculate free cash flow

When:

Where:

May 14-15, 2013

Cost: \$2450

AT&T Executive Education

The program fee includes

- Look into the effect of strategic decisions on ROE
- Assess the risk/return relationship
- Calculate the firm's sustainable growth rate and capital requirements
- Examine the value levers of the firm within the context of a value-based management system
- Integrate operating and investment strategies and their effects on the financial performance of the firm

Faculty

- Steve Limberg, Ph.D., PricewaterhouseCoopers Centennial Professor in Accounting and Director, MPA Program
- James A. Nolen, MBA, Distinguished Senior Lecturer, Department of Finance

Performance Management and Control: Creating a Culture of Planning, Execution, and Accountability

(formerly Managerial Accounting)

In this two-day program, we will discuss fundamental performance management and control systems, including structured measurement models, analytical techniques, and system biases. Our goal will be to establish a firm grounding in proven measurement techniques while also addressing cost-benefits issues: knowing what we need to know for managing and controlling performance without excessively constraining the organization. This program will deliver ideas to help you do your job better by promoting better performance measurement systems, challenging ineffective or inefficient metric and creating a culture of planning, execution, and accountability.

Key Benefits

- Understand the elements of an effective performance management and control system.
- Evaluate the output of systems that report cost and profitability performance in a moderately complex operation
- Propose a system of strategic and operational control including belief, boundary, diagnostics and interactive controls
- Describe the operation of an effective master budgeting system
- Analyze and interpret budget-actual variances and assess responsibility for them
- Design a balanced Scorecard performance management system for a business unit

Faculty

- David Platt, Ph.D., Director, the Center for International Business Education and Research, the McCombs School of Business: Senior Lecturer, Department of Accounting
- Brian Lendecky, CPA, Senior Lecturer, Department of Accounting

When:

November 5-6, 2012

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

The program fee includes materials, lunches and breaks



Accounting & Finance Innovation

Data-Driven Business Intelligence

Across industries, routine decisions and competitive strategies increasingly rely on data-driven business intelligence. Rich data of unprecedented volumes can now be analyzed to predict the consequences of alternative courses of action, and to guide decision making more generally. The urgency to exploit data-driven intelligence spans industries, including retailing, software, health care, entertainment, consumer good, and consumer finance, among others. This program provides an introduction to data-driven business intelligence challenges and tools such as data mining and machine learning techniques. We will also discuss how to effectively apply data-driven intelligence to improve decisions, and how to systematically estimate the expected impact on relevant performance objectives.

Benefits

- Understand the landscape of data-driven intelligence tools, the basics of data mining techniques, and their applications in practice.
- Develop a data-analytical approach to problem-solving so as to be able to identify opportunities to derive value from data-driven intelligence.
- Acquire some hands-on experience so as to follow up on ideas or opportunities that present themselves.

When:

Where:

Cost: \$2,450

December 4-5, 2012

AT&T Executive Education

■ Interact competently on the topic of data-driven business intelligence.

Faculty

- Maytal Saar-Tsechansky, Assistant Professor, Information, Risk and Operations Management, McCombs School of Business
- Tom Shively, Professor of Statistics and Joe B. Cook Professor of Business, Department of Information, Risk, and Operations Management, McCombs School of Business

Maximizing Mental Agility

This program will train you to develop six mental strategies to improve efficiency, creativity, motivation and job satisfaction. This program highlights the six facets of human thought that are simultaneously hidden and obvious, with easy-to-learn techniques that will help employees to be more productive, efficient, creative, motivated, and satisfied in their work and personal lives. The techniques are presented in a fast-paced, interactive format that combines presented material with situational team-based learning modules, designed to transition the concepts into the participant's everyday thinking.

When:

November 6-7, 2012 March 21-22, 2013

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

The program fee includes materials, lunches and breaks

Benefits

- The Role of 3: Our thought and memory capacity is organized around 3 items at a time. How we can use this to our advantage?
- Autopilot and Creativity: How the mind tries NOT to think as much as possible, and how we can turn this knowledge to our advantage.
- Making Connections: Our best thinking comes from understanding causes, but we often fail to do this. How we can turning this knowledge into more powerful thinking.
- Using Analogy and Similarity: The mind is constantly re-using old ideas in new situations. How we can train ourselves to use this natural skill to be consistently damore creative.
- Active Memory: Improving the quality of what we remember by actively managing the quality of what we learn.
- Defining Your Goals: Most people fail to reach their goals because they fail to take a 'productive pause' to think about how they will achieve them

Faculty

- Art Markman, Ph. D., Annabel Irion Worsham Centennial Professor of Psychology and Marketing, Psychology Department, University of Texas
- Gaylen Paulson, Ph.D., Associate Dean and Director, Texas Executive Education

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Innovation Innovation

Leading Innovation within Existing Organizations

Organizations recognize the need for innovation in order to be more efficient and competitive. The challenge is, how to rigorously execute well thought out strategies, that made them successful in the past, without crowding out the innovation and creativity, that they need to compete in the future. More than one "innovative" company has stagnated and declined because they did not pursue, or were not able to capitalize on, new ideas.

This program focuses on the fundamental challenge of exploiting your existing capabilities while at the same time exploring innovations that will

support your future. You will discuss the challenges of simultaneous exploration and exploitation and learn tools and techniques to enable your organization and team to executive and innovate at the same time.

When:

Where:

Cost: \$2450

October 23-24, 2012

February 12-13, 2013

AT&T Executive Education

and Conference Center

The program fee includes

Benefits

- Recognizing organizational barriers to innovation
- Developing an organizational framework for stimulating innovation
- Generating new value through innovative business models
- Innovating through design thinking
- Developing leadership competencies around innovation
- Creating a culture that stimulates innovation
- Collaborating effectively across the organization to develop innovations

Faculty

- **Ethan Burris, Ph.D.,** Assistant Professor, Department of Management
- Luis Martins, Ph.D., Associate Professor, Department of Management

Strategic and Business Model Innovation

Many companies look at technology and product breakthroughs as the keys to innovation. Yet, some of the icons of innovation, such as Apple, Google, 3M, and P&G, have generated their fastest and most profitable growth through strategic and business model innovation. This course introduces participants to the current strategic thinking about how firms engage in strategic and business model innovation to develop gamechanging strategies that disrupt industries, create new market spaces, and make competitors irrelevant.

This program focuses on understanding the challenges of developing and executing strategies outside accepted industry conventions and established approaches. Participants will understand tools and techniques to create new market opportunities by changing value propositions and business models, as well as to assess the economic impact of different business model choices. Topics covered in the program include:

When: December 6-7, 20

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

The program fee includes materials, lunches and breaks



- Developing a broad perspective on innovation through the use of an innovation radar
- Understanding the tools for strategic and business model innovation
- Understanding the processes for opportunity discovery and creation
- Analyzing business model cost drivers
- Analyzing business model differentiators

Faculty

- Rob Adams, Ph.D., Director of Texas Venture Labs, Department of Management
- Violina Rindova, Ph.D., Professor, Department of Management

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Custom Programs

Texas Executive Education becomes your strategic partner when we design a program for your organization. We develop a unique curriculum with action-learning solutions that meet your specific goals. The topics, faculty, program structure and site are selected specifically to maximize learning and the effectiveness of the program for your organization.

The excellence of custom programs is based on outstanding faculty and an unparalleled level of service. We provide complete program design, development and implementation services. Other services include development of promotional materials, customized program Web site and Web-enhanced communication. Quality and customer benefits are key objectives for us, and we constantly monitor the program content and delivery.

Why Choose Texas?

- Education customized to your company's needs
- Relevant, applicable tools to use when you return from class
- In-house teaching, coaching and mentoring; integration of corporate leadership into your curriculum
- Leading edge research combined with practical experience—many of our professors are business owners and consultants to global companies
- Global delivery; our professors come to you
- In Austin, world-class executive education conference center and hotel

Our Capabilities

Custom programs are as varied as the organizations that use them to increase performance and effectiveness. We have worked with a wide range of companies and. through education, have helped them achieve their strategic objectives. Keeping in mind that our programs are crafted specifically for each company's objectives, here are some examples of programs we have conducted:

- Leadership Development
- Mini-MBA
- Talent Development
- Marketing Research
- Financial Analysis
- New Product Introduction
- Project Management

- Implementation of
- New Strategic Goals
- Growth Planning
- Honest Broker
- Experiential Learning
- Succession Planning
- Workplace Learning

and Satisfied Clients

Texas Executive Education has created and conducted custom programs for clients not only in Texas and the United States, but also around the world. Following is a selected list of organizations with whom we have worked:

Applied Materials Assn. of Corporate Counsel

BBVA Compass

Beiiina Electric

Power Corporation

BG Group

China Petrochemical Corporation

Essilor of America

ExxonMobil

Gemalto

Global Business Travel

Association

Gulf States Toyota

Halliburton Energy Services

Mustang Engineering

National Instruments

National Oilwell Varco

Petrobas

Polycom

Rackspace

Royal Dutch Shell

SK Holdings

St. Jude Medical

Susser Holdings

Texas Medical Assn.

USAA

AT&T EXECUTIVE EDUCATION AND CONFERENCE CENTER

A First Class Executive Education Experience

When you enroll in a Texas Executive Education program, you acquire effective solutions to your business challenges and transform your thinking on key business issues. Now, you can also look forward to an invigorating atmosphere with inviting views of Austin and the university to put you in the right state of mind.

At our AT&T Executive Education and Conference Center, you will build your business acumen while enjoying the comforts of four-star quality accommodations. Being on campus affords you greater access to the university's vast resources and community as well as more opportunities to interact with other senior executives during your studies.

For reservations and additional information about the AT&T Executive Education & Conference Center, please visit www.meetattexas.com or call 877-744-8822.

Executive Education Contacts

To register:

Online: www.mccombs.utexas.edu/execed

Phone: 800-409-3932 or 512-475-6430

For additional information, please call:

For Open Enrollment and Certificate Programs:

Lvnn Slatterv

Phone: 512-232-9462

For Custom Programs:

Nancy Nagle

Phone: 512-475-9086

Mailing Address:

Texas Executive Education McCombs School of Business The University of Texas at Austin

P.O. Box 7337

Austin, TX 78713-7337

Team Discounts: A 10 percent discount is available to teams of three or more participants from the same organization who register for the same Open Enrollment program.

Alumni Discount: A 10 percent alumni discount is offered to University of Texas at Austin alumni for the individual Open Enrollment courses.

Government Discount: Government discounts are available, please call for additional information.

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Texas Executive Education P.O. Box 7337 Austin, TX 78713-7337



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