



Putting Knowledge To Work

Texas Executive Education

2009 Spring & Fall Programs



Texas Executive Education Calendar

Open Enrollment Programs

2009

Page	Managing Organizational Change & Strategic Planning	IML CORE	GMC CORE	GMC Electives	MAR 09	APR 09	MAY 09	SEPT 09	OCT 09	NOV 09	DEC 09
6	Leading Change	✓		✓		7-8				12-13	
7	Strategic Decision Making	✓		✓		2-3			20-21		
8	Strategic Management	✓		✓	26-27				1-2		

	Managing People & Team Leadership	IML CORE	GMC CORE	GMC Electives	MAR 09	APR 09	MAY 09	SEPT 09	OCT 09	NOV 09	DEC 09
9	Advocacy: Championing Ideas & Influencing Others	✓		✓	12-13			15-16			
10	Building Engagement: What Leaders Do To Manage Talent & Build Allegiance			✓		16-17			15-16		
11	Leading High Performance Teams		✓		5-6			17-18			
3	Managing Across Generations: Boomers to Millennials			✓			14-15		22-23		
12	Practical Negotiation Skills			✓		28-29		24-25			
13	Virtual Leadership: Leading Dispersed Teams			✓	24-25					16-17	

	Marketing Strategies & Market Dynamics	IML CORE	GMC CORE	GMC Electives	MAR 09	APR 09	MAY 09	SEPT 09	OCT 09	NOV 09	DEC 09
14	Creating New Market Opportunities			✓			5-6		6-7		
15	Marketing Strategy	✓		✓		23-24				10-11	
16	New Strategies for Creating & Managing Customer Loyalty			✓				21-22			

	Accounting & Finance	IML CORE	GMC CORE	GMC Electives	MAR 09	APR 09	MAY 09	SEPT 09	OCT 09	NOV 09	DEC 09
17	Accounting & Finance for Non-Financial Managers		✓*		3-4				27-28		
18	Financial Analysis & Measuring Business Performance	✓		✓			7-8				7-8
19	Managerial Accounting for Non-Financial Executives		✓*				12-13			5-6	

*Either Accounting and Finance or Managerial Accounting must be taken to fulfill one core GMC course. If both courses are selected one will count as an elective.

NEW Corporate Partnerships 2
General Management Certificate 4
Institute for Managerial Leadership 5
Custom Programs 20
Contact Information 21

Welcome to Texas Executive Education

Since 1955, our innovative and timely executive programs have offered business professionals the insights and skills that enable them to lead, think strategically and manage change.

Our programs are taught by top faculty at the McCombs School of Business who are world-renowned and include scholars representing virtually all of the major business disciplines and functions. Our professors are dedicated educators who conduct research in their respective disciplines as well as serve as consultants and board members for leading corporations globally.

We revise our portfolio of programs regularly to meet clients' needs and enhance their competitive advantage and strength. In this catalog you will find brief descriptions of our Open Enrollment and Certificate programs, along with a quick glance at our vast Corporate Partnership and Custom program capabilities.

Our classes are held in the new state-of-the-art facility, the AT&T Executive Education and Conference Center. Located right on campus and offering four star accommodations, this facility enhances the learning experience by making all the resources a university of this caliber has to offer.



Corporate Partnerships: An Innovative Approach to Executive Education

Organizational development is one of the most important investments that an organization can make. Investing in your company's biggest resource – human capital – can frequently result in an immediate and significant return, particularly when it comes to recruiting and retention. Texas Executive Education is



pleased to announce a new Corporate Partnership initiative that provides companies with an innovative way to manage their training and development budget, and an opportunity to take advantage of the tremendous faculty and resources of Texas Executive Education, the McCombs School of Business and The University of Texas at Austin. Our two-day open enrollment programs are designed to help you increase the business acumen of your employees quickly and efficiently, and a Corporate Partnership is a simple way to manage the process. Corporate Partnerships feature pricing discounts, concierge level services, advisory opportunities and many other benefits of value to your organization.

Some of the many Corporate Partnership advantages are:

- Pricing discounts
- Advisory opportunities
- Priority registration for all executive education programs
- Priority guest room accommodations at the AT&T Executive Education and Conference Center
- Dedicated relationship manager
- Dedicated Web site for registration (hosted on your internal site or at www.mcombs.utexas.edu)

The Corporate Partnership is designed to provide partner organizations with a comprehensive, easily administrated executive education plan. Seats can be purchased at any time throughout the year, and additional seats can be added at a pro-rated cost. Seats are for attending our open enrollment programs and may also be used cumulatively toward any of our certificate programs.

Levels of Involvement:

- Associate Partner – 25 seats
- Preferred Partner – 50 seats
- Elite Partner – 75 seats

To learn more about Corporate Partnerships, please contact:

Lynn Slattery, *Assistant Director, Executive Education*

512-232-9462 | lynn.slattery@mcombs.utexas.edu

Karen Tarzia, *Marketing Manager, Executive Education*

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Managing Across Generations: Boomers to Millennials

One of the more perplexing and often frustrating challenges facing managers today is understanding the expectations of the newest generation to enter the workforce: The Millennials.

Each generation of workers brings differing expectations to the workplace and Millennials are no exception. Many managers are left scratching their heads asking, “What do these people want?” and “Why do they act this way?” Without losing sight of individual differences, there are characteristics common to each generation that managers and employees can come to understand and leverage for mutual advantage. The challenge for employers is to understand the expectations of each generation as a group and align them with the organization’s culture and work practices without alienating the other generations currently in the workforce. This program will identify generational expectations for Millennials, Generation X’ers and Baby Boomers, and the impact they have on the psychological contract between employee and employer.

This program will examine the similarities and differences between generations, and provide you with strategies for aligning generational expectations with your organization’s culture, policies and practices.

When:

May 14-15, 2009
October 22-23, 2009

Where:

AT&T Executive Education and Conference Center

Cost:

The program fee includes materials, lunches and breaks

\$2400 Spring | \$2450 Fall



Benefits

- Develop new insights into generational expectations
- Learn how to forge psychological contracts that facilitate employee performance and satisfaction
- Manage differences and conflicts that may arise between generations
- Understand how to integrate generations
- Design strategies for attracting and retaining each generation
- Improve how you mentor and train each generation

Faculty

- **Doug Dierking, Ph.D.**, *Assistant Chair and Senior Lecturer, Department of Management*
- **Janet Dukerich, Ph.D.**, *Senior Associate Dean, the McCombs Schools of Business; Professor, Department of Management*

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 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.

Where:

AT&T Executive Education and Conference Center

Cost:

The program fee includes materials, lunches and breaks

\$10,500 Spring | \$10,800 Fall

Required Courses

- Accounting & Finance for Non-Financial Managers
March 3-4, 2009
October 27-28, 2009
OR
- Managerial Accounting for Non-Financial Executives
May 12-13, 2009
November 5-6, 2009
- Leading High Performance Teams
March 5-6, 2009
September 17-18, 2009

Elective Courses

- Advocacy: Championing Ideas & Influencing Others
March 12-13, 2009
September 15-16, 2009
- Building Engagement: What Leaders Do To Manage Talent & Build Allegiance
April 16-17, 2009
October 15-16, 2009
- Financial Analysis & Measuring Business Performance
May 7-8, 2009
December 7-8, 2009
- Leading Change
April 7-8, 2009
November 12-13, 2009
- Managing Across Generations: Boomers to Millennials
May 14-15, 2009
October 22-23, 2009
- Creating New Market Opportunities
May 5-6, 2009
October 6-7, 2009
- Marketing Strategy
April 23-24, 2009
November 10-11, 2009
- New Strategies for Creating & Managing Customer Loyalty
September 21-22, 2009
- Practical Negotiation Skills
April 28-29, 2009
September 24-25, 2009
- Strategic Decision Making
April 2-3, 2009
October 20-21, 2009
- Strategic Management
March 26-27, 2009
October 1-2, 2009
- Virtual Leadership: Leading Dispersed Teams
March 24-25, 2009
November 16-17, 2009

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 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. This innovative, inter-disciplinary program is nationally-recognized for its application-oriented business curriculum.

Where:

AT&T Executive Education
and Conference Center

Cost:

The program fee includes
materials, lunches and breaks

\$11,950 Spring | \$12,400 Fall

Program Curriculum

- Advocacy: Championing Ideas
& Influencing Others
March 12-13, 2009
September 15-16, 2009
- Financial Analysis & Measuring
Business Performance
May 7-8, 2009
December 7-8, 2009
- Leading Change
April 7-8, 2009
November 12-13, 2009
- Marketing Strategy
April 23-24, 2009
November 10-11, 2009
- Strategic Decision Making
April 2-3, 2009
October 20-21, 2009
- Strategic Management
March 26-27, 2009
October 1-2, 2009

Benefits

- Learn to manage new trends and market demands in a complex business 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
- Forecast, evaluate and integrate new technology from a strategic business perspective
- Learn from world-renowned UT Austin business professors
- Interact with professionals from a wide range of leading companies

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*
- **Gaylen D. Paulson, Ph.D.**, *Interim Director of Executive Education; Lecturer, Department of Management*
- **William B. Swann, Jr., Ph.D.**, *Professor, Department of Psychology, College of Liberal Arts; William Howard Beasley Professor, the McCombs School of Business*

When:

April 7-8, 2009
November 12-13, 2009

Where:

AT&T Executive Education
and Conference Center

Cost:

The program fee includes
materials, lunches and breaks

\$2400 Spring | \$2450 Fall



Strategic Decision Making

Uncertainty and complexity 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. Decision and risk analysis provide a framework for analyzing decision problems by breaking them down into more manageable parts and explicitly considering the possible alternatives, available information, and the relevant preferences of the decision makers. We will discuss methods for structuring and modeling decision problems, and apply these methods to a variety of problems that involve risk and uncertainty.

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

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*

When:

April 2-3, 2009
October 20-21, 2009

Where:

AT&T Executive Education
and Conference Center

Cost:

The program fee includes
materials, lunches and breaks

\$2400 Spring | \$2450 Fall



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 is designed to acquaint managers with a solid foundation of strategic thinking and strategic analysis as it is practiced. This program is intended to enhance strategic capabilities of both line and staff managers. In addition to showing how the various tools and techniques of strategic analysis are commonly employed, the emphasis in the course will be on acquiring an understanding of the economic forces that underlie successful strategic actions, understanding how to perceive products, processes, firms and industries in a strategic manner; and on how to think strategically.

Benefits

- Learn how the various tools and techniques of strategic analysis are employed
- Understand the economic drivers that affect strategy
- Enhance strategic capabilities of both staff and line managers
- Acquire an understanding of economic forces that underlie successful strategic actions
- Identify the strategic forces affecting your area of business.
- Learn how to perceive products, processes, firms and industries in a strategic manner
- Understand the strategy implementation process
- Learn how to think strategically

Faculty

- **Tim Ruefli, Ph.D.**, *Professor, Department of Information, Risk and Operations Management*
- **Tassu Shervani, Ph.D.**, *Consultant and former faculty at the McCombs School of Business*

When:

March 26-27, 2009
October 1-2, 2009

Where:

AT&T Executive Education
and Conference Center

Cost:

The program fee includes
materials, lunches and breaks

\$2400 Spring | \$2450 Fall



Advocacy: Championing Ideas & Influencing Others

Good ideas don't ever sell themselves, they must be sold – or advocated. Some people seem to know how to sell their ideas with ease while generating personal loyalty at the same time. For most of us, it's a skill we can learn. In this unique program, you will learn the basic marketing concepts that affect your personal success – why you should consider yourself a brand that produces products in a competitive marketplace, and why you have to protect and continually bolster your image. This program is designed for anyone who wants to enhance their communication skills in order to convince others of the value of their 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*
- **Meme Drumwright, Ph.D.**, *Associate Professor, College of Communication and College of Liberal Arts*

When:

March 12-13, 2009
September 15-16, 2009

Where:

AT&T Executive Education
and Conference Center

Cost:

The program fee includes
materials, lunches and breaks

\$2400 Spring | \$2450 Fall



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*
- **Donde Plowman, Ph.D.**, *Professor, Management, the University of Tennessee*

When:

April 16-17, 2009
October 15-16, 2009

Where:

AT&T Executive Education
and Conference Center

Cost:

The program fee includes
materials, lunches and breaks

\$2400 Spring | \$2450 Fall



Leading High Performance Teams

Managers in today's business world must become creative leaders who inspire productivity and motivate employees to achieve organizational goals and objectives. Faced with ever increasing demands, managers are being asked to perform functions formerly in the realm of human resource and other departments. A challenging task but definitely achievable if you understand how to use sophisticated management tools. This program will provide you with a comprehensive toolkit of the major functions effective leaders perform: 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 into what it takes to lead others successfully
- Recruit the right people for the right job
- Handle tough leadership issues, such as giving criticism, making meetings efficient, using 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 and tomorrow
- Retain the best people

Faculty

- **John A. Daly, Ph.D.**, *Liddell Professor of Communication, College of Communication; Professor of Business Communication, the McCombs School of Business*
- **Janet Dukerich, Ph.D.**, *Senior Associate Dean, the McCombs School of Business; Professor, Department of Management*

When:

March 5-6, 2009
September 17-18, 2009

Where:

AT&T Executive Education
and Conference Center

Cost:

The program fee includes materials, lunches and breaks

\$2400 Spring | \$2450 Fall



Practical Negotiation Skills

Whether internally with colleagues and subordinates, or externally with suppliers, customers and competitors, you are faced with negotiation challenges on the job every day. The ability to prepare for the negotiation process and discover optimal solutions to problems is critical to success. This program teaches a systematic approach to negotiating that is used by many professional facilitators and mediators. It covers the central concepts of negotiation, as well as effective methods to deal with a broad spectrum of negotiation problems faced by managers and professionals. You will learn how to chart your best possible outcome, analyze your negotiation partners and opponents, and use specific strategies and tactics for successful negotiation.

Benefits

- Plan for the negotiation process and incorporate the other party's concerns
- Practice and receive feedback using a skill-based approach to negotiation
- Deal with conflict and difficult people
- Improve self-assessment techniques
- Direct the flow of the negotiation process
- Practice creative ideas for resolving an impasse
- Recognize and adapt strategies based on negotiation style

Faculty

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

When:

April 28-29, 2009
September 24-25, 2009

Where:

AT&T Executive Education
and Conference Center

Cost:

The program fee includes
materials, lunches and breaks

\$2400 Spring | \$2450 Fall



“Very useful to understand different negotiation options and how to prepare for success.”

*Chris Werth, Division President,
Centex Homes Central Texas*

Virtual Leadership: Leading Dispersed Teams

In today's global economy, more and more people are working far from their fellow team members and leaders. Virtual teams have become a fact of life as talent becomes diffused across the world, the marketplace becomes global and technology allows better communication. In this program, we examine what it takes to successfully work with and lead distanced teams. The session, drawn from recent research, identifies the necessary skills members of a virtual team need for creating successful teams. The session introduces a two-stage model of distance leadership and 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
- Learn ways of managing people from afar
- Understand strategies for effectively communicating with distanced team members
- Learn to work with a two-stage model of virtual leadership
- Understand your employees' development needs
- Identify appropriate resources for employee development
- Learn what really keeps employees from leaving
- Understand 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*
- **Deidre B. Mendez, Ph. D.**, *Assistant Director, Center for International Business Education and Research, the McCombs School of Business*

When:

March 24-25, 2009
November 16-17, 2009

Where:

AT&T Executive Education
and Conference Center

Cost:

The program fee includes
materials, lunches and breaks

\$2400 Spring | \$2450 Fall



Creating New Market Opportunities

Peter Drucker said that business has only two basic functions: marketing and innovation. Today's hypercompetitive markets require the enterprise to constantly re-evaluate its value proposition and the basis for its competitive advantage. Innovative strategies and tactics throughout the marketing mix are essential to build and sustain customer value.

This course will provide participants with useful frameworks for understanding and applying marketing innovations throughout a product's life cycle.

Benefits

- Identify the key drivers of competitive advantage
- Create strategic focus and fit to dynamic markets
- Understand the application of marketing innovation
- Create and capture customer value

Faculty

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

When:

May 5-6, 2009
October 6-7, 2009

Where:

AT&T Executive Education
and Conference Center

Cost:

The program fee includes
materials, lunches and breaks

\$2400 Spring | \$2450 Fall



“This is my third class. Each class makes me want to attend more classes. To me, these classes are energizing. I feel like I am being coached at half-time to go out and win in the second half.”

*Richard Davila, II
President, Livingston Audiology*

Marketing Strategy

An organization's ability to understand markets and create customer value is a critical factor for its long-term performance. However, managers continually tackle new challenges in their efforts to market products and services because of ever-changing communications technologies and market structures, competitors and environments.

To succeed, they must learn to recognize unmet customer needs, select specific ones for which to create compelling solutions, and then develop and implement lean marketing programs. You will learn the foundations for building such internally consistent marketing strategies.

Benefits

- Understand the process of marketing strategy development
- Develop a thorough understanding of the basic concepts behind marketing strategy
- Identify unmet customer needs and learn how to satisfy them
- Learn how to balance listening to customers' needs while helping to shape their preferences

Faculty

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

When:

April 23-24, 2009
November 10-11, 2009

Where:

AT&T Executive Education
and Conference Center

Cost:

The program fee includes
materials, lunches and breaks

\$2400 Spring | \$2450 Fall



"As a non-business major with over 30 years of experience in a complex, high-tempo environment, the classes in Marketing, Cultural Diversity and Virtual Leadership really crystalized my understanding of these issues, and gave me new skills to better manage into the future."

*Gary Davidson,
General Director, Union Pacific*

New Strategies for Creating & Managing Customer Loyalty

The only way companies make money is through their customers. Too often, we lose touch with our customers and forget how important they are to the success of the organization. In this program we examine what customer focus means, why customer retention is so vital to the firm and what it takes to achieve customer loyalty. You will examine seven different skills important to building and maintaining customer loyalty, including methods of being attentive and responsive; techniques for enhancing loyalty; ways of building trust and commitment; methods for demonstrating competency; strategies for recovering from poor customer interactions; principles of hassle-free service; and ways of effectively communicating with customers—be it in sales encounters or in a problem solving session. The program focuses on what individual employees can do to build and enhance customer loyalty.

Benefits

- Learn what customer focus means
- Understand the financial value of customer customer focus
- Know your market
- Learn ways of attending to customer needs in a responsive fashion
- Understand strategies for building personal loyalty
- Develop a customer bill of rights
- Discover ways of demonstrating competency
- Examine different characteristics of customers that affect loyalty decisions
- Learn to better manage expectations
- What matters to customers when it comes to “hassles”

Faculty

- **John A. Daly, Ph.D.**, *Liddell Professor of Communication, College of Communication; Professor of Business Communication, the McCombs School of Business*
- **Raj Raghunathan, Ph.D.**, *Assistant Professor, Department of Marketing*

When:

September 21-22, 2009

Where:

AT&T Executive Education and Conference Center

Cost:

The program fee includes materials, lunches and breaks

\$2450 Fall



Accounting & Finance for Non-Financial Managers

Learn the basics or refresh your knowledge of accounting and financial terminology, and financial analysis techniques. This two-day program teaches you how concepts and strategies are integrated into your company's big picture. You will learn the language of business 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 make better business decisions and take maximum advantage of business opportunities.

Benefits

- Communicate more effectively with accounting and finance peers
- Read and use annual reports and disclosures
- Interpret a company's profitability, solvency and liquidity
- Implement sophisticated working capital management techniques and understand why cash flow is king
- Understand the performance metrics by which you are being measured
- Increase the 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*
- **Sanford J. Leeds, Esq., CFA**, *Senior Lecturer, Department of Finance*

When:

March 3-4, 2009
October 27-28, 2009

Where:

AT&T Executive Education and Conference Center

Cost:

The program fee includes materials, lunches and breaks

\$2400 Spring | \$2450 Fall



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., Professor of Finance at the McDonough School of Business at Georgetown University.

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 cost; 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
- 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

- **Ross G. Jennings, Ph.D.**, *Department Chair and Professor, Department of Accounting*
- **James A. Nolen, MBA**, *Distinguished Senior Lecturer, Department of Finance*

When:

May 7-8, 2009
December 7-8, 2009

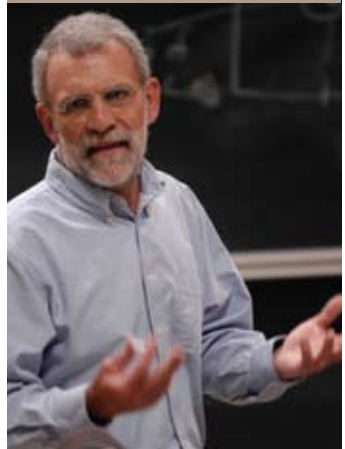
Where:

AT&T Executive Education and Conference Center

Cost:

The program fee includes materials, lunches and breaks

\$2400 Spring | \$2450 Fall



Managerial Accounting for Non-Financial Executives: Information for Planning, Decision Making and Control

The fundamental question of internal business measurement was voiced by the legendary CFO of Cisco Systems, Larry Carter. He said, “From a management and fiduciary role, I do not want to lose control. But we also want to continue to move at a rapid pace. The traditional answer to growth is more controls, but the bureaucracy then slows you down. How do you stay at the pace of a start-up?”

In this program, you will learn about fundamental internal measurement and control systems, including structured measurement models, analytical techniques and system biases. You also will learn how to align internal measurement and control systems with your organization’s strategy and how to maintain control without stunting initiative. Whether you are the measurer or the measuree in your organization, this program will deliver ideas that will help you do your job better, by promoting better systems, challenging ineffective or inefficient metrics, and creating a lean measurement culture.

When:

May 12-13, 2009
November 5-6, 2009

Where:

AT&T Executive Education
and Conference Center

Cost:

The program fee includes
materials, lunches and breaks

\$2400 Spring | \$2450 Fall

Benefits

- Articulate the value of internal business measurement and control
- Describe the various models of internal measurement and control
- Select the correct control model for a given organizational setting
- Identify redundancies in a control system
- Describe the characteristics of an effective budgeting control system, as well as the goals and limitations of the Beyond Budgeting™ philosophy
- Create a strategy-consistent measurement dashboard for your organization
- Explain the objectives of transfer prices as well as the pros and cons of various approaches to setting them
- Use elements of an internal measurement and control system to reinforce an organization’s ethical policies
- Answer Carter: Without losing control, “How do you stay at the pace of a start-up?”

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**, *Lecturer, Department of Accounting*

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.

Our Capabilities

Custom programs are as varied as the organizations that use them to increase performance and effectiveness. With almost 20 years of experience, we have worked with a wide range of companies and, through education, have helped them achieve their strategic objectives. We have designed and conducted programs with a wide range of capabilities. Keeping in mind that our programs are crafted specifically for each company's objectives, here are some examples of programs that 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

Distinguished and Satisfied Clients

Texas Executive Education has created and conducted custom programs for clients not only in Texas (which ranks first with 58 Fortune 500 companies in of 2008, with New York and California in second and third places) and the United States, but also around the world. Following is a selected list of organizations with whom we have worked:

- Accor do Brasil
- Apple Computer
- AT&T
- Axalto/Gemalto
- Banco do Brasil
- BBVA USA
- Beijing Electric Power Corporation
- Bell Helicopter/Textron
- Cemex (Mexico)
- Dell
- Essilor of America
- Exxon USA
- FedEx Kinko's
- Femsa (Mexico)
- Freescale (formerly Motorola)
- Frito-Lay
- Genentech
- Halliburton Energy Services
- Harcourt
- Hewlett-Packard
- IBM (U.S. and Latin America)
- LG Electronics (Korea)
- Lockheed Martin
- MD Anderson Cancer Center
- Marathon Oil
- Naval Sea Systems Command
- National Instruments
- Nestlé Waters
- Petrobras
- PetSmart
- Pfizer
- PricewaterhouseCoopers
- Rackspace US
- Royal Dutch Shell
- St. Jude Medical
- Texas Instruments
- The Smithsonian
- USAA
- Vought Aircraft
- Vitro (Mexico)
- Williams Energy

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Contacts

To register online, please go to:
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For additional information, please call:

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Molly Edie
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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



Key

Program fee includes materials, lunches and breaks.

Team Discounts: A 10 percent discount is available to teams of three participants from the same organization who register for the same Open Enrollment program. Teams of five or more receive a 20 percent discount.

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

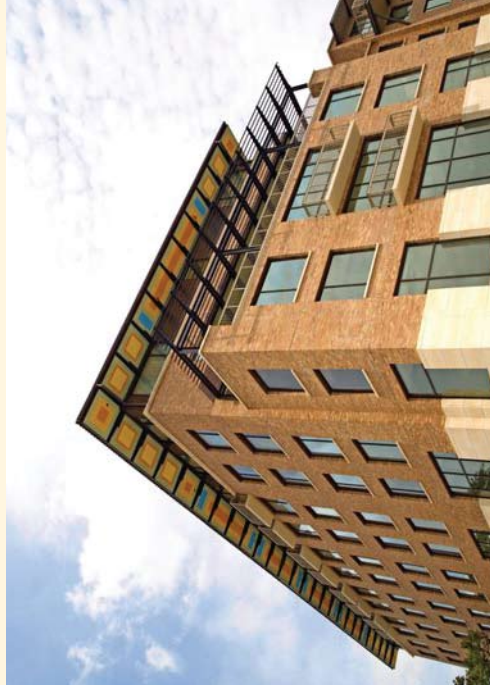


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