



Putting Knowledge To Work

Texas Executive Education

Fall 2009 - Spring 2010 Programs



Texas Executive Education

Open Enrollment Calendar — Fall 2009 - Spring 2010

Page	Strategic Planning & Change	IML CORE	GMC CORE	GMC Electives	SEPT 09	OCT 09	NOV 09	DEC 09	FEB 10	MAR 10	APR 10	MAY 10
6	Leading Change	✓		✓			12-13					4-5
7	Strategic Decision Making	✓		✓		20-21					15-16	
8	Strategic Management	✓		✓		1-2					13-14	

	Leading People & Teams	IML CORE	GMC CORE	GMC Electives	SEPT 09	OCT 09	NOV 09	DEC 09	FEB 10	MAR 10	APR 10	MAY 10
9	Advocacy: Championing Ideas & Influencing Others	✓		✓	15-16				25-26			
10	Building Engagement: What Leaders Do To Manage Talent & Build Allegiance			✓		15-16				25-26		
11	Leading High Performance Teams		✓		17-18						8-9	
12	Managing Across Generations: Boomers to Millennials			✓		22-23					27-28	
13	Practical Negotiation Skills			✓	24-25					23-24		
14	Virtual Leadership: Leading Dispersed Teams			✓		26-27						20-21

	Marketing	IML CORE	GMC CORE	GMC Electives	SEPT 09	OCT 09	NOV 09	DEC 09	FEB 10	MAR 10	APR 10	MAY 10
15	Marketing Strategy	✓		✓			10-11					6-7
16	New Strategies for Creating & Managing Customer Loyalty			✓		29-30					29-30	

	Accounting & Finance	IML CORE	GMC CORE	GMC Electives	SEPT 09	OCT 09	NOV 09	DEC 09	FEB 10	MAR 10	APR 10	MAY 10
17	Accounting & Finance for Non-Financial Managers		✓*			27-28					6-7	
18	Financial Analysis & Measuring Business Performance	✓		✓				7-8				27-28
19	Managerial Accounting for Non-Financial Executives		✓*				5-6					10-11

*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.....	1
NEW Project Management Certificate.....	2
NEW Supply Chain Management Certificate.....	3
General Management Certificate.....	4
Institute for Managerial Leadership.....	5
Custom Programs	20
Contact Information	21

Welcome to Texas Executive Education

Recent economic changes call for executives to lead with limited resources while keeping the organization's core strengths intact. In many cases this has meant expanding or changing the responsibilities of their team. Making sure that these team members have the knowledge and skills to take on these new roles effectively is vital to the organization's success.

Our two-day programs offer the insights and tools needed to take stock of the current situation, and put into action strategies for growth and innovation during these unpredictable economic times. Our executive programs offer business professionals the perspective and frameworks that enable them to lead, think strategically and manage change.

Taught by world-renowned faculty, our programs work to ensure that an organization's investment in their biggest resource – human capital – results in an immediate and significant return. Classes are held in our state-of-the-art facility, the AT&T Executive Education and Conference Center with four star accommodations right on campus.



Corporate Partnerships

Corporate Partnerships: An Innovative Approach to Executive Education

Our Corporate Partnerships provide an innovative way to manage training and development budgets, and an opportunity to take advantage of the tremendous faculty and resources of McCombs School of Business and the University of Texas at Austin. Partnerships are designed to provide a comprehensive, easily administered executive education plan to increase business acumen quickly and efficiently for our partner organizations.

To learn more about Corporate Partnerships, please contact:

Lynn Slattery, *Assistant Director, Executive Education*
512-232-9462 | lynn.slattery@mcombs.utexas.edu

Project Management Certificate

This state-of-the-art program provides an integrated, scalable approach to identify, evaluate, plan, execute, and close complex projects and programmes. We use a blended learning approach that combines virtual learning (remote) with classroom learning. This curriculum goes well beyond the traditional professional exam preparation courses and delves into the leading-edge research of the Project Management Consortium faculty members, as well as industry best-practices garnered from a variety of industries. Equally important is the fact that it is an integrated curriculum that provides both a business and engineering perspective.

The Project Management Certificate program requires the completion of four core courses and two electives. All six courses must be successfully completed to earn the Project Management Certificate, in addition to CEU credits.

Core Courses

Core 1: Making the Business Case

- The Project Management Framework
- Conceptualizing the Project
- Framing the Opportunity
- Evaluating the Opportunity

Core 2: Front-End Development

- Specifying Requirements
- Project Controls – Planning
- Risk Management & Impact on the Plan
- Contracting Strategy

Core 3: Managing Execution

- Project Controls – Execution
- Change Management
- Creating a Safe & Productive Culture
- Conflict Resolution

Core 4: Leading High Performance Teams

- Recruit the Right People
- Effective Communications
- Motivate Your Team
- Handle Tough Leadership Issues

Elective Courses (Choose 2)

- Advocacy: Championing Ideas & Influencing Others
- Financial Analysis & Measuring Business Performance
- Managerial Accounting for Non-Financial Executives
- Strategic Decision Making

To learn more about the Project Management Certificate, please visit our web site or contact:

Lynn Slattery, *Assistant Director, Executive Education*
512-232-9462 | lynn.slattery@mcombs.utexas.edu

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.

Benefits

- Understand fundamental process, quality and capacity analysis tools
- Examine critical concepts in demand planning and forecasting
- Review the Sales and Operations Planning (S&OP) used widely by leading companies and organizations.
- Examine procurement, logistics and supplier management strategies
- Know how to ensure the entire value chain is aligned with organizational goals
- Experience working with key modeling techniques used in effective Supply Chain Management to provide analytical support to executive decision making

To learn more about the Supply Chain Management Certificate, please visit our web site or contact:

Lynn Slattery, *Assistant Director, Executive Education*
512-232-9462 | lynn.slattery@mcombs.utexas.edu



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: \$10,750

The program fee includes materials, lunches and breaks

Core Courses

- Accounting & Finance for Non-Financial Managers
- OR
- Managerial Accounting for Non-Financial Executives
- Leading High Performance Teams

Elective Courses

- Advocacy: Championing Ideas & Influencing Others
- Building Engagement: What Leaders Do To Manage Talent & Build Allegiance
- Financial Analysis & Measuring Business Performance
- Leading Change
- Managing Across Generations: Boomers to Millennials
- Marketing Strategy
- New Strategies for Creating & Managing Customer Loyalty
- Practical Negotiation Skills
- Strategic Management
- Virtual Leadership: Leading Dispersed Teams

Additional Elective Courses coming soon in Project Management and Supply Chain Management.

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: \$12,900

The program fee includes
materials, lunches and breaks

Program Curriculum

- Advocacy: Championing Ideas & Influencing Others
- Financial Analysis & Measuring Business Performance
- Leading Change
- Marketing Strategy
- Strategic Decision Making
- Strategic Management

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
- 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.**, *Associate Dean and Director, Texas Executive Education*
- **William B. Swann, Jr., Ph.D.**, *Professor, Department of Psychology, College of Liberal Arts; William Howard Beasley Professor, the McCombs School of Business*

When:

November 12-13, 2009
May 4-5, 2010

Where:

AT&T Executive Education
and Conference Center

Cost: \$2450

The program fee includes
materials, lunches and breaks



"Excellent material and
perspective on how to manage change."
Dennis B. Daniel, P.E., PMP
Manager of Customer & Business Strategy
Lower Colorado River Authority

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:

October 20-21, 2009
April 15-16, 2010

Where:

AT&T Executive Education
and Conference Center

Cost: \$2450

The program fee includes
materials, lunches and breaks



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 offers a solid foundation in strategic thinking and strategic analysis as it is practiced. It examines how the various tools and techniques of strategic analysis are commonly employed. The program prepares you to think and analyze strategically and enhances your ability to set strategic objectives. It will transform your thinking toward a broader arena.

Benefits

- Learn how the various tools and techniques of strategic analysis are employed
- Appreciate the economic drivers that affect strategy
- Enhance strategic capabilities of your staff and line managers
- Recognize the economic forces that underlie successful strategic actions
- Identify the strategic forces affecting your area of business
- Perceive products, processes, firms, and industries in a strategic manner
- Understand the strategy implementation process
- Think strategically and globally

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:

October 1-2, 2009
April 13-14, 2010

Where:

AT&T Executive Education
and Conference Center

Cost: \$2450

The program fee includes
materials, lunches and breaks



“One of the best explanations of the
current financial climate I’ve ever heard.”

Sean Middleton, P.E.

Manager of Engineering

Illinois Rural Electric Cooperative

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*
- **Meme Drumwright, Ph.D.**, *Associate Professor; College of Communication and College of Liberal Arts*

When:

September 15-16, 2009
February 25-26, 2010

Where:

AT&T Executive Education
and Conference Center

Cost: \$2450

The program fee includes
materials, lunches and breaks



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:

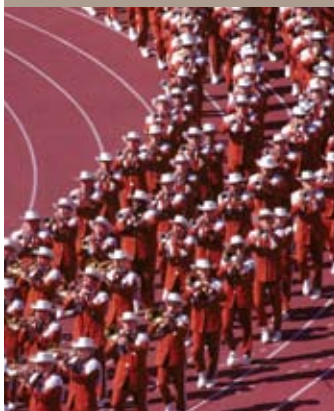
October 15-16, 2009
March 25-26, 2010

Where:

AT&T Executive Education
and Conference Center

Cost: \$2450

The program fee includes
materials, lunches and breaks



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. 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:

September 17-18, 2009
April 8-9, 2010

Where:

AT&T Executive Education
and Conference Center

Cost: \$2450

The program fee includes materials, lunches and breaks



"Industry insights were very valuable. I appreciate having the theory backed up with real business examples."

Shelley Gretlein

Senior Group Manager, National Instruments

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.

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 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:

October 22-23, 2009
April 27-28, 2010

Where:

AT&T Executive Education
and Conference Center

Cost: \$2450

The program fee includes
materials, lunches and breaks



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 to attract and retain each generation
- Improve your mentoring and training for different generations

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*

"It was interesting and useful to explore how the millennial generation thinks. The panel discussion was of great value—it validated what was presented earlier in the program."

Daniel Tompkins

Senior Vice President, Army & Air Force Exchange Service: Pacific Region

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
- Practice and receive feedback using a skill-based approach to negotiation
- Deal with conflict and difficult people
- 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.**, *Associate Dean and Director, Texas Executive Education*

When:

September 24-25, 2009
March 23-24, 2010

Where:

AT&T Executive Education
and Conference Center

Cost: \$2450

The program fee includes
materials, lunches and breaks



“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

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*
- **Deidre B. Mendez, Ph. D.**, *Assistant Director, Center for International Business Education and Research, the McCombs School of Business*

When:

October 26-27, 2009
May 20-21, 2010

Where:

AT&T Executive Education
and Conference Center

Cost: \$2450

The program fee includes
materials, lunches and breaks



Marketing Strategy

Understanding markets and creating value is a critical factor for an organization's performance. This program helps you develop a thorough understanding of the concepts behind marketing strategy. You will leave with the foundation for building internally consistent marketing campaigns.

Benefits

- Identify unmet customer needs
- Create compelling solutions to meet your customers' needs
- Balance listening to your customers while helping to shape their preferences
- Develop and implement lean marketing programs

Faculty

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

When:

November 10-11, 2009
May 6-7, 2009

Where:

AT&T Executive Education
and Conference Center

Cost: \$2450

The program fee includes materials, lunches and breaks



"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 crystallized my understanding of these issues, and gave me new skills to better manage into the future."

*Gary Davidson,
General Director, Union Pacific*

New Marketing Program - Coming Spring 2010

We are putting the final touches on an exciting new program that will focus on marketing for new and entrepreneurial ventures in the area of high tech.

More details coming your way soon.

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 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:

October 29-30, 2009
April 29-30, 2010

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

The program fee includes materials, lunches and breaks



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:

October 27-28, 2009
April 6-7, 2010

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

The program fee includes materials, lunches and breaks



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 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

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

When:

December 7-8, 2009
May 27-28, 2010

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

The program fee includes materials, lunches and breaks



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:

November 5-6, 2009

May 10-11, 2010

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

The program fee includes materials, lunches and breaks

Benefits

- Design an effective costing system
- Describe the various models of internal measurement and control
- Select the correct control model that is right for you
- Identify redundancies in your control system
- Examine the characteristics of an effective budgeting control system
- Create a strategy-consistent measurement dashboard for your organization

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.

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 | ■ Implementation of |
| ■ Mini-MBA | New Strategic Goals |
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