



Texas Executive Education

Spring 2012 - Fall 2012 Programs



Introducing Two New Certificates for 2012:

Marketing Certificate

Core Courses (choose three):

- Marketing Strategy
- Drive Business Performance Through Marketing
- Entrepreneurial Marketing
- Market Validation

Electives Courses (choose two):

- Leading Change
- Building Engagement
- The Art & Science of Effective Negotiation
- Managerial Accounting for Non-Financial Executives

Innovation Certificate

■ Watch for new classes coming in 2012!

To learn more about the Marketing or Innovation 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



The University of Texas at Austin McCombs School of Business

Open Enrollment Calendar

Fall 2011 & Spring 2012

Page	Project Management	IML CORE	GMC CORE	GMC Electives	PMC CORE	PMC Electives	SCMC CORE	SCMC Electives	FEB 12	MAR 12	APR 12	MAY 12	SEP 12	OCT 12	NOV 12	DEC 12
3	Developing the Project Business Case				1				9-10				17-18			
3	Planning the Successful Project				/						23-24			11-12		
3	Managing Information Technology Projects				/ *				21-22						27-28	
3	Managing Project Execution				/ *					6-7			24-25			
	Supply Chain Management	IML CORE	GMC CORE	GMC Electives	PMC CORE	PMC Electives	SCMC CORE	SCMC Electives	FEB 12	MAR 12	APR 12	MAY 12	SEP 12	OCT 12	NOV 12	DEC 12
4	Supply Chain Strategy						/		28-29							
4	Supply Chain Risk						/				24-25					
4	Supply Chain Procurement and Sourcing						/							4-5		
4	Supply Chain Sales and Operations Planning and Logistics						/							23-24		
	Strategic Planning & Change	IML CORE	GMC CORE	GMC Electives	PMC CORE	PMC Electives	SCMC CORE	SCMC Electives	FEB 12	MAR 12	APR 12	MAY 12	SEP 12	OCT 12	NOV 12	DEC 12
8	Leading Change	1		1						19-20					8-9	
9	Strategic Decision Making	1		/		1		/		22-23			20-21			
10	Strategic Management	/		/				/				22-23		16-17		
	Leading People & Teams	IML CORE	GMC CORE	GMC Electives	PMC CORE	PMC Electives	SCMC CORE	SCMC Electives	FEB 12	MAR 12	APR 12	MAY 12	SEP 12	OCT 12	NOV 12	DEC 12
11	Advocacy: Championing Ideas & Influencing Others	/ **		1		/			14-15					2-3	29-30	
12																
12	Building Engagement: What Leaders Do To Manage Talent & Build Allegiance	/ **		1						27-28				25-26		
13	Building Engagement: What Leaders Do To Manage Talent & Build Allegiance Leading High Performance Teams	/ **	/ ***	√		/				27-28	19-20		6-7	25-26	1-2	
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13	Leading High Performance Teams	/ **	_	√		1		✓ ✓			19-20	1-2		25-26	1-2	13-14
13 14	Leading High Performance Teams The Art and Science of Effective Negotiation	IML CORE	_		PMC CORE	PMC Electives	SCMC CORE	SCMC Electives	FEB 12	29-30 MAR	APR	MAY	27-28 SEP	ОСТ	NOV	DEC
13 14	Leading High Performance Teams The Art and Science of Effective Negotiation Virtual Leadership: Leading Dispersed Teams		J***	GMC	PMC CORE	PMC	SCMC CORE	SCMC	FEB 12	29-30			27-28			
13 14 15	Leading High Performance Teams The Art and Science of Effective Negotiation Virtual Leadership: Leading Dispersed Teams Marketing		J***	GMC Electives	PMC CORE	PMC	SCMC CORE	SCMC		29-30 MAR	APR	MAY 12	27-28 SEP	OCT 12	NOV	DEC
13 14 15	Leading High Performance Teams The Art and Science of Effective Negotiation Virtual Leadership: Leading Dispersed Teams Marketing Drive Business Performance Through Marketing		J***	GMC Electives	PMC CORE	PMC	SCMC CORE	SCMC		29-30 MAR 12	APR	MAY 12	27-28 SEP	OCT 12	NOV 12	DEC
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13 14 15 16 17 18 19	Leading High Performance Teams The Art and Science of Effective Negotiation Virtual Leadership: Leading Dispersed Teams Marketing Drive Business Performance Through Marketing Entrepreneurial Marketing Market Validation Marketing Strategy Accounting & Finance	IML CORE	GMC CORE	GMC Electives	PMC	PMC Electives	SCMC	SCMC Electives	12 16-17 FEB	29-30 MAR 12 1-2	APR 12 12-13 APR 12	MAY 12 8-9 MAY	27-28 SEP 12 SEP 12	OCT 12 18-19 9-10	NOV 12 13-14 15-16 NOV	DEC 12
13 14 15 16 17 18 19	Leading High Performance Teams The Art and Science of Effective Negotiation Virtual Leadership: Leading Dispersed Teams Marketing Drive Business Performance Through Marketing Entrepreneurial Marketing Market Validation Marketing Strategy Accounting & Finance Accounting & Finance for Non-Financial Managers	IML CORE	GMC CORE	GMC Electives	PMC	PMC Electives	SCMC	SCMC Electives	12 16-17 FEB	29-30 MAR 12 1-2	APR 12 12-13 APR 12	MAY 12 8-9 MAY 12	27-28 SEP 12 SEP 12	OCT 12 18-19 9-10	NOV 12 13-14 15-16 NOV	DEC 12

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)	Page 2
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Energy Certificate (EC)	Page 5
General Management Certificate (GMC)	Page 6
Institute for Managerial Leadership (IML)	Page 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 42 hours of electives, as listed on the following page.

Where:

AT&T Executive Education

Certificate Cost: \$13.800

Individual Program **Cost:** \$2,450

The program fee includes

Unique Features

This certificate program is unique and quite distinct from any other project management training available to the public.

Dual Focus on Management and Technical Issues

Delivers a comprehensive and integrated curriculum that ties the project back to the company's strategic objectives at every stage

Research Combined with Industry Best Practice

Combines our PMC faculty's research and consulting experiences with industry best-practices to deliver improved project

■ Decision-Driven Project Framework

Develops a structured and progressive stage-gate process with milestone decision gates that address uncertainty and risk in discrete and manageable steps

■ Project and Programme Management

Explores the full spectrum of project structures, from small independent projects to complex interconnected undertakings whose scope is necessarily developed as the projects progresses

■ Blended Learning Format

Combines remote, internet-based virtual learning with face-to-face classroom learning for an effective and time-efficient program

■ Flexible Curriculum

Customized by each participant through core courses and electives

To learn more, please visit our website: http://www.mccombs.utexas.edu/ExecEd or call 1-800-409-EXEC (3932)

Three Core Courses:

Developing the Project Business Case -

February 9-10, 2012 or September 17-18, 2012

Objective: To build a sound business case for pursuing a potential opportunity in the face of significant risk and uncertainty.

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

Planning the Successful Project -

April 23-24, 2012 or October 11-12, 2012

Objective: To develop a robust execution plan that captures the cost, schedule and resource requirements in the face of significant risk and uncertainty.

- Specifying Requirements
- Risk Management and Impact on the Plan

■ Creating the Plan

■ Contracting Strategy

Managing Project Execution –

March 6-7, 2012 or September 24-25, 2012

Objective: To direct the execution phase to a successful conclusion.

- Creating a Safe and Productive Culture
 Change Management
- Monitoring and Controlling Execution
- Conflict Resolution

OR

Managing Information Technology Projects –

February 21-22, 2012 or November 27-28, 2012

Objective: To focus on the major challenges faced by information technology project managers and to discover the management strategies to improve success rates.

- Business-Technology Alignment
- Managing Information Systems Development
- Managing Project Execution
- Managing Change

Electives:

- Advocacy: Championing Ideas & Influencing Others (14 hours)
- Financial Analysis & Measuring Business Performance (14 hours)
- Leading High Performance Teams (14 hours)
- Managerial Accounting for Non-Financial Executives (14 hours)
- Strategic Decision Making (14 hours)

Additional electives available through the **Cockrell School of Engineering:**

- CII: Front End Planning & PDRI January 25-26, 2012
- CII: Planning and Design April 30 May 4, 2012
- CII: Project Construction and Startup May 21 25, 2012

Visit http://lifelong.engr.utexas.edu/edp/index.cfm for program details and hours.

Certificates Certificates

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.

Supply Chain Strategy -

February 28-29, 2012

Get answers to your most important questions in supply chain management. In this course you will:

- Gain new thinking in Supply Chain Management utilizing bottlenecks to manage your system
- Understand and calculate capacity
- Understand service operations vs. manufacturing operations and how SCM impacts both areas

Supply Chain Risk – April 24-25, 2012

Learn to reduce risk and uncertainty in your supply chain. In this course you will:

- Understand business enterprises operate in an environment with varying risks
- Discover the tools and build risk into your decision making
- Learn to use statistical tools to help with forecasting and developing inventory targets to deal with uncertainty

Supply Chain Procurement and Sourcing – October 4-5, 2012

Answer the fundamental questions of insourcing vs. outsources by matching it up with your corporate strategy. In this course you will:

- Translate the strategy to procurement: when and where do we source, whom do we source from, and how much do we pay
- Learn tools for managing your supply base and discuss the total cost of ownership

Supply Chain Sales and Operations Planning and Logistics – $\,$

October 23-24, 2012

Analyze your planning and logistics procedures. In this course you will:

- Strengthen your planning process by testing your decisions during an in-class simulation
- Connect the relationship between Supply Chain and marketing, finance, operations, engineering, logistics, inventory and transportation

Electives

- The Art and Science of Effective Negotiation
- Virtual Leadership

Where:

AT&T Executive Education

Certificate Cost: \$13.800

The program fee includes

materials, lunches and breaks

Individual Program

Cost: \$2,450

■ Strategic Decision Making

■ Strategic Management

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.

Where:

The Houstonian, Houston, TX

Certificate Cost: \$7,350

Individual Program Cost: \$1,395

The program fee includes materials, lunch and breaks

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
- 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 21, 2012 or January 19, 2013
Introduction to Electric Power and the Economics & Technology of the Electric Power Value Chain	February 18, 2012 or February 16, 2013
Decision and Risk Analysis in Hydrocarbon Exploration and Production	March 31, 2012 or April 20, 2013
Business Valuation	April 21, 2012 or May 4, 2013
Energy, Technology and Policy	May 5, 2012 or June 1, 2013

To learn more about the Project Management 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

Certificates Certificates

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 breaks

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
- Managerial Accounting for Non-Financial Executives

Flective 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

Leading High Performance Teams

OR

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

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.

Where:

AT&T Executive Education and Conference Center

Cost: \$13,800 The program fee includes materials, lunches and breaks

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

"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 take-aways

I have been and will be able to apply to my job."

Jennifer Miller
Chief Counsel, Air Force Real Property Agency

Strategic Planning & Change Strategic Planning & Change

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

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

When:

Where:

Cost: \$2450

March 19-20, 2012

AT&T Executive Education

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

Stephen TerMaath

Chief, BRAC Program Management, Air Force Real Property Agency

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:

March 22-23, 2012 September 20-21, 2012

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:

"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 Planning & Change Leading People & Teams

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

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

When:

Where:

Cost: \$2450

May 22-23, 2012

October 16-17, 2012

AT&T Executive Education

The program fee includes

and Conference Center

Managing Director, BlackRock, Inc.

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

Where:

AT&T Executive Education

Cost: \$2450

The program fee includes



Leading People & Teams Leading People & Teams

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

"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.

When:

Where:

Cost: \$2450

March 27-28, 2012

October 25-26, 2012

AT&T Executive Education

The program fee includes

materials, lunches and breaks

and Conference Center

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

Leading High

- 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

When:

April 19-20, 2012

Where:

AT&T Executive Education

Cost: \$2450

The program fee includes materials, lunches and breaks



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

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

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

When:

Where:

Cost: \$2450

March 29-30, 2012

September 27-28, 2012

and Conference Center

The program fee includes

AT&T Executive Education

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

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 1-2, 2012 December 13-14, 2012

Where:

AT&T Executive Education and Conference Center

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



Drive 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

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.

When:

Where:

Mav 8-9, 2012

Cost: \$2450

October 18-19, 2012

AT&T Executive Education

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 about marketing problems in general. From there, you will be better positioned to determine and apply the most innovative and appropriate solutions to your situation.

When:

Where:

AT&T Executive Education

Cost: \$2450 materials, lunches and breaks



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

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:

April 12-13, 2012 November 15-16, 2012

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."

Product Line Director, Optek Technology

Rolando Chapa

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

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:

February 16-17, 2012 October 9-10, 2012

Where:

AT&T Executive Education

Cost: \$2450

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 **Accounting & Finance**

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:

April 17-18, 2012

Where:

AT&T Executive Education and Conference Center

Cost: \$2450

The program fee includes materials, lunches and breaks



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.

When:

May 15-16, 2012 December 11-12, 2012

Where:

AT&T Executive Education

Cost: \$2450

The program fee includes



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

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

When:

Cost: \$2450

February 23-24, 2012

AT&T Executive Education

The program fee includes

materials, lunches and breaks

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 cost accounting program, you discuss

fundamental internal measurement and control

systems you can use to develop budgets and measure ROI. You learn how to align internal measurement and control systems with your organization's strategy and maintain control while promoting initiative. Whether you are the measurer or the measuree in your organization, this program will deliver ideas that will help you design better systems and use the right metrics to create a lean measurement culture.

Benefits

- Create a better decision environment using an effective costing system
- Understand how various models of internal measurement and control can be used
- Select an appropriate costing model for your setting
- Identify and eliminate redundancies in your control system
- Identify characteristics of an effective budgeting system
- Create a measurement dashboard consistent with your organization's strategy

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



What's being said about Texas Executive Education Programs?



manner of teaching the concepts. Dr. Daly does an excellent job of teaching

"Awesome team exercise! A great opportunity to put theory into motion

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
- Talent Development
- Growth Planning
- Marketing Research
- Honest Broker
- Financial Analysis ■ New Product Introduction
- Experiential Learning ■ Succession Planning
- Project Management
- Workplace Learning

and Satisfied Clients

Texas Executive Education has created and conducted custom programs for clients not only in Texas (which ranks third with 51 Fortune 500 companies in 2011) and the United States, but also around the world. Following is a selected list of organizations with whom we have worked:

Apple Computer Applied Materials Assn. of Corporate Counsel T&TA **BBVA Compass** Beijing Electric **Power Corporation BG Group** Chicago Bridge & Iron Dell Essilor of America

ExxonMobil FedEx Kinko's

Gemalto

Genentech

Gulf States Toyota

Halliburton Energy Services

Hewlett-Packard

LG Electronics (Korea)

Mustang Engineering

Naval Sea Systems Command

National Instruments

National Oilwell Varco

Petrobas

PetSmart

Pfizer

Polycom

Rackspace

Royal Dutch Shell

St. Jude Medical

Sinopec Corp.

Susser Holdings

Texas Medical Assn.

The Smithsonian

USAA

Vought Aircraft

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:

Chantal Delvs

Phone: 512-471-1064

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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