

TEXAS EXECUTIVE EDUCATION PROGRAM OFFERINGS

# WHAT YOU LEARN HERE TODAY, YOU'LL USE TOMORROW.

Accelerate your journey.



The University of Texas at Austin  
Texas Executive Education

**“Amazing professors and  
content that can be applied  
back into the real world.”**

Carmen Castillo  
Dell, Inc.



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**CEU, CPE, and University Credit**  
Classes offered by Texas Executive Education can provide Continuing Education Units (CEUs), Continuing Professional Education (CPE) credits or university credits. Please contact us prior to registration for details.



**“This is one of the best courses I have ever attended. As someone early in my career, the concepts I’ve learned here are sure to produce long-term benefits for my team, company, and myself personally to the degree that I apply them.”**

Amanda Clark  
International Travel Program Lead  
Sandia National Laboratories



## WELCOME

Welcome to Texas Executive Education! For 65 years we've been equipping people with the information and know-how they need to lead, innovate, and navigate in our competitive world.



We're excited about the broad array of programs we're offering. As always, our classes are taught by highly engaging professors from the McCombs School of Business and across The University of Texas at Austin.

Our custom programs also offer organizations the opportunity to tailor courses to a specific group, or to address a key gap they've encountered. In the past several years, our faculty has delivered focused, challenging and practical learning to teams here in Texas, and around the globe. Please contact us if you're interested in collaborating toward taking your people to the next level.

We look forward to seeing you on our campus, or yours!

**Gaylen Paulson,**  
Associate Dean and Director for  
Texas Executive Education

**"Texas Executive Education classes are as engaging as they are valuable to developing my leadership style. I thoroughly enjoyed the learning experience, which blended real life management scenarios with academic knowledge, helping me become a better leader."**

Noam L.  
Large Financial Services Company



## CERTIFICATES

Certificate programs provide academic and intellectual rigor while fine-tuning applicable real-world expertise in a focused series of classes. These programs help impart valuable skills and thought processes to an organization as a whole.

### CERTIFICATE REQUIREMENTS

Certificates are completed by taking several courses within a given subject area. Information about core classes, elective, credits, and requirements for each certificate can be found on the website.

### CERTIFICATE FORMATS

Courses are offered as a mix of in person, live online, and on-demand options. Most certificates may be completed online.

[LEARN MORE](#)





## EXECUTIVE LEADERSHIP CERTIFICATE

The Executive Leadership Certificate is an advanced certificate to be completed after finishing your Managerial Leadership Certificate, Marketing Certificate, Supply Chain Management Certificate, or Strategic Decision and Risk Management Certificate.

Master the art of exceptional leadership through this advanced-level credential, which builds on your previous certificate and allows you to incorporate a broader or more in-depth body of knowledge.

### BENEFITS

- Incorporate a broader, more comprehensive body of knowledge and achieve in-depth expertise in executive leadership techniques
- Expand your knowledge in topics directly related to your career and enhance your business acumen
- Become a better communicator and effectively manage challenges in your career, organization, and industry
- Customize your learning path by selecting the courses that match your unique goals
- Take graduate level courses without enrolling in a degree program

### QUALIFYING CLASSES

All 2-day through 5-day courses may be used to fulfill the requirements of this certificate.

#### LEARN MORE



**“It is a lot of information in a short amount of time but you do learn a lot and walk away with new tools you can apply daily.”**

Rochelle Tijerina, Executive Director Employee and Member Innovation, USAA



## MANAGERIAL LEADERSHIP CERTIFICATE

The Managerial Leadership Certificate provides you with the management and leadership skills to remain competitive in your field. Adapt to the ever-changing nature of relevant business best practices with finesse, and lead your team with confidence by equipping yourself with the strategies for highly effective communication and collaboration. This certificate contains a diverse selection of classes that you can choose from to tailor your experience based on your interests and your professional goals.

### BENEFITS

- Enhance your business acumen and expand your knowledge with graduate-level education
- Become a more effective communicator and effectively manage challenges in your career, organization, and industry
- Customize your learning path by choosing the courses that match your unique goals
- Learn from graduate-level classes without having to enroll in a degree program

### QUALIFYING CLASSES

All 2-day through 5-day courses may be used to fulfill the requirements of this certificate.

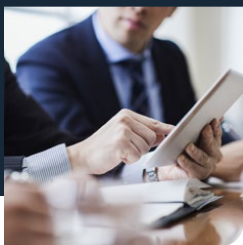
#### LEARN MORE



**“Great program for leaders and managers of all levels.”**

Don Denges, VP of Operations, Presco Polymers, L.P.





# STRATEGIC DECISION AND RISK MANAGEMENT CERTIFICATE

## THE RIGHT DECISION FOR SUCCESS

Successful decision making processes are not intuitive. In order to make great, or even good, decisions under pressure, you need a structured framework. You must clarify the problem that needs to be solved, explore the available options, understand the impact of your decision, and commit to your choice with confidence.

The Strategic Decision and Risk Management Certificate provides you with the techniques to recognize risks from your stakeholders' perspectives and nominatively generate better alternatives.

### REQUIRED CLASSES

**Decision Quality: Make The Right Choice Every Time**

**Leading Strategic Decision Making**

We recommend starting with 'Decision Quality' to learn the fundamentals, then proceeding through the rest of the core and elective courses in this certificate.

### CORE CLASSES

**Decision and Risk Analysis**

**Human Biases In Decision Making: Avoiding The Traps**

**Negotiation And Collaborative Decision Making**

**Modeling and Analytics For Strategic Insight**

**Multi-Party Decision Quality: Collaboration and Competition in Decision-Making**

**Scenarios and Forecasting Planning For Uncertainty**

### ELECTIVES

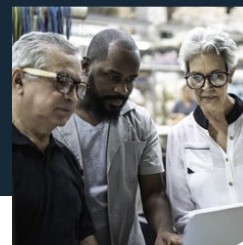
**Strategic Management**

**Data Analytics**

**Predictive Analytics with Machine Learning and Data Mining**

Additional detail on course offerings is included in the "Classes" section of this catalog.

LEARN MORE



# SUPPLY CHAIN MANAGEMENT CERTIFICATE

The Supply Chain Management Certificate program provides you with the tools and ideas required to effectively shape and define the various components of value creation. Dive into the process and strategies behind acquiring, producing, and delivering goods and services, both domestically and globally.

### BENEFITS

- Identify some of the major challenges in supply chain management, and answer the fundamental questions around the decision of insourcing versus outsourcing
- Analyze planning and logistics procedures and improve the strategies you use for value creation
- Connect the relationship between supply chain and other areas of the business, including marketing, finance, operations, engineering, logistics, inventory, and transportation

### REQUIRED CLASSES

**Choosing, Evaluating, and Managing Your Supply Base**

**Supply Chain Design, Planning, and Control: Leveraging Logistics and Inventories for Competitive Advantage**

**Supply Chain Strategy: Thriving in the Age of Disruptions**

### ELECTIVES

**Negotiation and Collaborative Decision Making**

**Data Analytics**

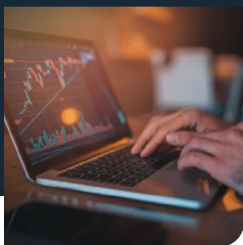
**Strategic Management**

**Decision and Risk Analysis**

Additional detail on course offerings is included in the "Classes" section of this catalog.

LEARN MORE





## ENERGY CERTIFICATE

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

### BENEFITS

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

LEARN MORE



**“The class was a careful balance of theory and practical examples.”**

Jerome Kuntscher, Senior Process Engineer, Thermon Inc.



## MARKETING CERTIFICATE

The Marketing Certificate program is designed to advance your understanding of marketing theory and practices, strategic planning and management, and market research. Stay competitive with flexible classes that expand your knowledge and understanding of marketing as it fits with business performance as a whole.

### BENEFITS

- Develop a thorough understanding of the concepts behind marketing strategy
- Acquire a foundation for building internally consistent marketing campaigns
- Learn how to market effectively in a dynamic, competitive environment
- Examine what your market really wants—instead of what it's telling you
- Learn how to launch the right products the right way

### REQUIRED CLASSES

**Driving Business Success with Digital Marketing  
Marketing Analytics**

### ELECTIVES

**Building Engagement: What Leaders Do to Manage Talent  
& Build Allegiance**

**Data Analytics**

**Driving Sales Success**

**Fostering Innovation and Creativity**

**Leading Change**

**Negotiation and Collaborative Decision-Making**

**Performance Management and Control**

**Predictive Analytics with Machine Learning & Data Mining**

Additional detail on course offerings is included in the “Classes” section of this catalog.

LEARN MORE



**“Excellent applicable information presented in a memorable and entertaining way.”**

Sean Avitt, Geoscientist,  
Railroad Commission of Texas

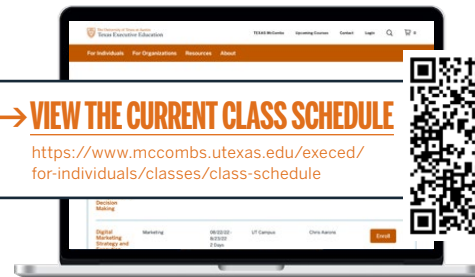


## CLASSES

We offer classes to help you start, change, or advance your career without the need to enroll in a degree program.

→ **VIEW THE CURRENT CLASS SCHEDULE**

<https://www.mcombs.utexas.edu/execed/for-individuals/classes/class-schedule>



### CLASS FORMATS

Classes are offered as a mix of in person, live online, and on-demand options. Details may be found on the website.



# DECISION QUALITY: MAKE THE RIGHT CHOICE EVERY TIME

You make decisions every day that affect your success. Leveraging an appropriate framework allows you to define the requirements of a quality decision and embrace uncertainty to your advantage. Collaborate in an interactive team environment on a complex decision, applying tools and techniques to a practical situation.

## FACULTY

Eric Bickel, PhD  
Associate Professor,  
Cockrell School of  
Engineering

Marcy Conn,  
Partner, Strategic  
Decisions Group

Bruce Judd, PhD  
Strategic Decisions  
Group

## LEARN MORE



## BENEFITS

- Learn a powerful collaborative Dialogue Decision Process to address complex issues
- Frame your decisions to establish a solid foundation for your process
- Leverage creative methods and analytic thinking to identify alternatives
- Identify decision criteria with a clear line of sight to your corporate values
- Utilize sensitivity analysis to identify key risk factors
- Overcome motivational and cognitive biases to assess probabilities
- Structure and evaluate decision trees to reduce uncertainty
- Draw insights from your analysis and communicate results that produce action
- Discover what it takes to transform decision making into a core competency of your organization

There are no prerequisites for this course, but we recommend starting with our 'Decision Quality' class to learn the fundamentals.

**"The classes at Texas Executive Education really challenged my thinking and equipped me with new approaches to assessing familiar issues and concepts. What was most useful was the expertise of the professors and the sharing of ideas amongst the attendees; which provided me with the ability to immediately apply the concepts being discussed to real workplace situations."**

Beverly Harris, Vice President, Business Analysis & Strategic Planning,  
Texas Mutual Insurance Company

# DECISION AND RISK ANALYSIS

Most of us were never trained how to make good decisions. A primary reason for this seems to be, as we explore in this course, an unfounded belief that we are naturally good at making decisions. We do it every day, after all. Yet, the research is overwhelming that individuals are prone to many decision making mistakes, even in simple situations. This problem is even more prevalent when we must make decisions under uncertainty. In this course, we will discuss how you can become better decision makers in both your personal and professional lives.

## FACULTY

Eric Bickel, PhD  
Associate Professor,  
Cockrell School of  
Engineering

Jim Dyer, PhD  
Professor, McCombs  
School of Business

## LEARN MORE



## BENEFITS

- Develop tools and mental frameworks that will allow you to deal effectively with uncertainty
- Revise your beliefs after gathering additional information using proven methods
- Examine and quantify the value created by gathering additional information
- Quantify your appetite for risk and how to factor this into your decision making
- Avoid the pitfalls that can degrade our decision making
- Think clearly and insightfully about the decisions you face
- Explore methods to trade off competing value metrics and objectives
- Guide others in improving their decision making

There are no prerequisites for this course, but we recommend starting with our 'Decision Quality' class to learn the fundamentals.



# HUMAN BIASES IN DECISION MAKING: AVOIDING THE TRAPS

The human mind isn't wired to make high-quality decisions. Because of how our minds work, errors and pitfalls keep us and our colleagues from making decisions that add the most value. Understand how natural behavioral processes lead to biases, distortion and mistakes. Explore the preventive measures and techniques you can use to reduce these biases, improve individual decisions, and enrich organizational decision processes.

## FACULTY

Eric Bickel, PhD  
Associate Professor,  
Cockrell School of  
Engineering

Carl Spetzler, PhD  
Strategic Decisions  
Group

Raghunath Rao, PhD  
Assistant Professor,  
McCombs School of  
Business

## LEARN MORE



## BENEFITS

- Discover six categories of biases that produce most of the mistakes in decision making
- Discuss how overconfidence, confirmation bias, and hindsight bias can keep us from seeking critical information and making realistic judgments
- Understand the limiting effects of unconscious self-serving biases in yourself and others
- Examine five types of associations we use to make judgments which can be misleading
- Recognize the distortions created by relative comparisons and simplification
- Anticipate how capacity on perception, attention, memory, reasoning, and choice influence our decisions
- Balance conflict and cooperation to minimize the negative effects and increase the positive influences of group dynamics
- Develop a personal action plan for counteracting natural decision problems and reducing the impact of negative decision behaviors in your organization

There are no prerequisites for this course, but we recommend starting with our 'Decision Quality' class to learn the fundamentals.

**"Very good to get away from work and interact with teachers and others to improve job performance."**

John Scherrer, Program Director, Southwest Research Institute

# LEADING STRATEGIC DECISION MAKING

Complex decisions, often involving many parties in disagreement, need leaders who can guide a team to a timely, effective resolution. Decision leaders play a specific role, guiding and facilitating decision makers, decision support teams, and other stakeholders. Building on the concepts of Decision Quality and the Dialogue Decision Process (DDP), this class teaches you how to lead a group to a decision.

## FACULTY

Eric Bickel, PhD  
Associate Professor,  
Cockrell School of  
Engineering

Bruce Judd, PhD  
Partner and Managing  
Director, Executive  
Education Practice,  
Strategic Decisions  
Group

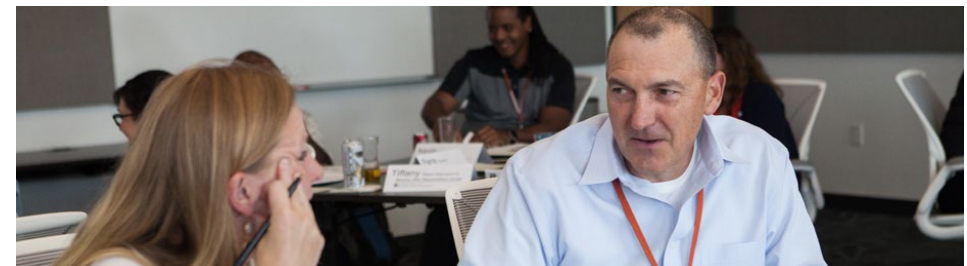
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## BENEFITS

- Manage a group's interpersonal and organizational dynamics
- Guide dialogue among decision makers and project teams to produce a high-quality decision
- Effectively facilitate interactions at each step of the DDP
- Identify what decision-makers will need to make the best choice in a challenging situation
- Discuss types of conflict and their potential effects on reaching a quality decision
- Select the best process for handling many types of decisions
- Ensure your team is solving the right problem by how you guide them to frame and scope the issue
- Identify the obstacles – organizational, analytical, and content – to good decision making
- Lead the project team and decision board in productive dialogue and facilitate agreement and clarity of action
- Gain insight into your own strategic leadership capabilities and areas for potential improvement

There are no prerequisites for this course, but we recommend starting with our 'Decision Quality' class to learn the fundamentals.



# MODELING AND ANALYTICS FOR STRATEGIC INSIGHT

Decision models are created to generate insights that can guide and inform strategic decision making. This class will equip you to answer questions, including: Which strategic alternative creates the most value? Why is it better than the others? How much risk does it entail? What are the most important sources of risk? You will create models, extract powerful insights, and be prepared to present analysis results to those who make complex strategic decisions.

## FACULTY

Eric Bickel, PhD  
Associate Professor,  
Cockrell School of  
Engineering

Steven Tani, PhD  
Strategic Decisions  
Group

## BENEFITS

- Use influence diagrams to help structure a model
- Design models with a parametric approach to maximize insights
- Anticipate decision-makers' questions and design features to answer them
- Learn gold standards for developing decision models in spreadsheets
- Build a decision model for a typical business strategy situation
- Discover how to create flexible models that allow you to analyze multiple strategic alternatives
- Learn best practices for diagnosing and preventing errors in your model
- Understand sensitivity analysis and the information it provides
- Conduct probabilistic analysis to generate additional insights and understand risk
- Identify how to effectively communicate the insights derived from your model

There are no prerequisites for this course, but we recommend starting with our 'Decision Quality' class to learn the fundamentals.

## LEARN MORE



**"Texas Executive Education created an environment surrounding the program that was welcoming and engaging. We were encouraged to interact with other attendees and professors, both in and out of the classroom. This allowed us to learn and discuss not only the subject material at a face value, but also discuss how to apply it in the real world."**

Jason Ingersoll, Vice President, Sales and Marketing, Archrock

# MULTI-PARTY DECISION QUALITY: COLLABORATION AND COMPETITION IN DECISION MAKING

In many decision-making situations, more than one decision body is involved. They each have different goals with differing value metrics. Applying Decision Quality (DQ) principles requires the concepts and tools of Game Theory, Multi-Criteria DQ, and the skills for designing a process for effective collaboration and negotiation.

## BENEFITS

- Understand the DQ Framework and assemble concepts, tools, and skills for applying in multi-party decision situations
- Diagnose the situation and design the process for collaboration and competition
- Apply game theory to participate in alliances, joint ventures, and negotiations more effectively
- Develop valuations using multi-criteria analysis
- Increase total value and achieve agreement with value transparency
- Quantify risk and use risk sharing to enhance the opportunities for multiple parties

There are no prerequisites for this course, but we recommend starting with our 'Decision Quality' class to learn the fundamentals.

## FACULTY

Eric Bickel, PhD  
Associate Professor,  
Cockrell School of  
Engineering

Dima Shamoun, PhD  
Clinical Assistant  
Professor, Finance

Carl Spetzler, PhD  
Strategic Decisions  
Group

## LEARN MORE





# SCENARIOS AND FORECASTING: PLANNING FOR UNCERTAINTY

Selecting the appropriate sources and methodology for forecasts is paramount to the success of your strategy. We define a “scenario” as a coherent sequence of events and decisions that create a vivid, compelling vision of what the future could look like. We define “scenario planning” as harnessing the power of scenarios to make better strategic choices. Making high-quality decisions requires forward-looking information that is relevant and reliable. Looking backward or ignoring uncertainty about the future will lead to flawed decisions; forecasts must include possibilities (scenarios) and probabilities.

Utilizing an integrated approach creates value for your organization by broadening strategic thinking about the future and creating strategies that are robust across many possible futures. By selecting appropriate sources and methodology for forecasts you can design and develop effective forecasts that improve your decisions.

## BENEFITS

- Examine and employ a four-step process of developing and using scenarios within a strategic decision-making process
- Discuss best practices for developing forecasting models, assessing quantitative information, and updating assessments with new information
- Identify, graphically, the primary factors to be considered in a forecasting model and the relationships among them utilizing a relevance diagram
- Parameterize the model by choosing formulas to represent projections in the model
- Recognize the ambiguity and confusion created when people use words such as “likely,” “good possibility,” etc. in forecasts, rather than explicit probabilities
- Learn to assess event probabilities by studying a company which has become extremely skilled at this process
- Discover a systematic and defensible approach to updating a probability assessment based on new information
- Apply a rigorous quantitative approach to situations with very low probabilities and, usually, high consequences

There are no prerequisites for this course, but we recommend starting with our ‘Decision Quality’ class to learn the fundamentals.

## FACULTY

Eric Bickel, PhD  
Associate Professor,  
Cockrell School of  
Engineering

Bruce Judd, PhD  
Partner and Managing  
Director, Executive  
Education Practice,  
Strategic Decisions  
Group

## LEARN MORE



# APPLIED INNOVATION FOR NATIONAL SECURITY: THEORY & PRACTICE

In this course you’ll learn to build a national security innovation base. The current pace of innovation threatens national security. According to the Department of Defense, maturation and integration of critical emerging technologies is vital to maintaining the United States’ national security. The national security enterprise faces three significant obstacles to success. Learn about these obstacles and a model for addressing them, the Materiel Innovation Pipeline.

## BENEFITS

- Learn the 3 obstacles to success in the national security enterprise
- Learn a method called the Materiel Innovation Pipeline
- Learn to apply the model in various materiel innovation and technology scenarios: hardware, software, stand-alone solutions, integrated solutions, etc.
- Identify weaknesses and unproven components of the model
- Conduct research and deliver findings on your identified topic (Capstone)
- Identify a Capstone topic that addresses a deficiency in the Defense Innovation System and advances the field of materiel innovation
- Research the Capstone topic and validate your thesis through SME-moderated, cross-functional peer seminar groups
- Write a publishable issue paper presenting your research findings, and present those findings to the cohort

There are no prerequisites for this course.

## FACULTY

Kevin Landtroop,  
Dual-use Technology  
Expert

Joseph Kopser,  
Special Advisor  
for Military Affairs,  
The University of  
Texas at Austin

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# STRATEGIC MANAGEMENT

Develop the skills and strategies to make strategic decisions and execute with confidence company-wide. Establish a solid foundation in managing strategically by reviewing current industry, corporate, divisional, and product strategy frameworks. Apply these techniques through a series of in-class simulations, case studies, and current scenarios. Gain an in-depth knowledge of contemporary strategic frameworks and tools along with the skill to apply them immediately in your current work environment.

## FACULTY

Michael Peterson, MBA  
Lecturer, McCombs  
School of Business

Steve Courter, MBA  
Lecturer, McCombs  
School of Business

## BENEFITS

- Examine the strategic management process
- Recognize the major frameworks of industry, corporate, divisional and product strategies
- Uncover how industry, corporate, and economic drivers affect strategy
- Educate your staff and line managers in applying strategy in day-to-day decision making
- Identify the strategic forces affecting your business and how to leverage them
- Discover how to perceive products, processes, and firms to enhance your competitive advantage
- Utilize strategy management tools for successful implementation

There are no prerequisites for this course.

## LEARN MORE



**“Very practical at all levels. Something for all to apply to the business.”**

Matt Inderlied, Senior Vice President, Customers, FBD Partnership, LP

# CHOOSING, EVALUATING, AND MANAGING YOUR SUPPLY BASE

Today's environment of instability and volatility has exposed poor supplier strategies within many companies. This course will give you insight into the various decisions required to create a robust supply network that will help your organization adjust to fluctuations in the marketplace. This course is targeted for the mid-level executive seeking to move forward in their career by understanding suppliers and supply chain more clearly in an environment of corporate social responsibility.

## FACULTY

Michael Hasler  
Lecturer, McCombs  
School of Business

## BENEFITS

- Quick review of the procurement process
- Ensuring your commodity strategy is in alignment with the corporate strategy
- Contracting with supplier
  - Type of contract
  - Key clauses
  - Length of contract
- Ensuring number of suppliers and locations for risk and cost
- Manage operations of suppliers
- Understand second and third tier suppliers, risk in the supply network
  - Environmental
  - Operational
  - Governance and social responsibility

There are no prerequisites for this course.

## LEARN MORE



# SUPPLY CHAIN DESIGN, PLANNING, AND CONTROL: LEVERAGING LOGISTICS AND INVENTORIES FOR COMPETITIVE ADVANTAGE

To match supply with demand, companies must design, plan, and control supply chains that are economical, sustainable, and resilient. Designing involves the formation of a supply chain network that requires decisions and trade-offs with strategic long-term implications. The network provides the structure in which medium-term planning occurs. Management and control of the plan occurs on the shortest-term time horizon. Therefore, supply chain design, planning, and control must be carefully orchestrated through logistic and inventory management strategies that result in significant competitive advantage. This course considers such strategies and utilizes various techniques such as presentation, case studies, and spreadsheet exercises, allowing participants to develop a set of practical tools that can be immediately implemented.

## BENEFITS

- Designing and optimizing supply chain networks
  - Understanding logistics trade-offs in network design
  - Exploring omnichannel structures
  - Incorporating sustainable practices such as carbon footprint reduction, reverse logistics and closed-loop circularity
- Supply and Demand Planning
  - Demand planning and forecasting
  - Reconfiguring supply chains for responsiveness to customer expectations
  - Aggregate planning
  - Sales and operations planning
- Managing and controlling inventories for competitive advantage
  - Supply chain inventory management
  - Risk pooling strategies
  - Aggregate control strategies
  - Supply chain risk management and resilience

There are no prerequisites for this course.

LEARN MORE



# SUPPLY CHAIN STRATEGY: THRIVING IN THE AGE OF DISRUPTIONS

Your supply chains are facing unprecedented challenges coping with a rapidly increasing stream of disruptions from all different directions: new technologies, trade conflicts, sustainability crises, labor shortages, and social change. Learn how to lead your firm in meeting this challenge to not only survive by building the resiliency to satisfy customer expectations, but also how to adapt and exploit opportunities from disruptions to create competitive advantage. This program utilizes gamification, simulation, and case study to bring concepts together and provide participants with immediately actionable concepts and tools.

## BENEFITS

- Recognizing the causes and effects of disruptions
  - Tech disruption: new business models, transportation, automation, and Artificial Intelligence
  - Trade conflicts and public policy
  - Gen Y and Z demand for sustainable and ethical supply chains
  - Recognizing the bullwhip and how to minimize
- Developing your resiliency to cope with the effects of disruptions
  - Creating transparency
  - Building supplier relationships
  - Establishing multi-regional supply bases
  - Resilient product and service design
- Creating capabilities to exploit opportunities created by disruption to shape your competitive future
  - Systems approach
  - Creating core supplier neighborhoods
  - Leveraging platform supply chains
  - Wargaming: scenario planning and risk management

There are no prerequisites for this course.

## FACULTY

Edward Anderson  
*Professor, Information,  
Risk & Operations  
Management*

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# NEGOTIATION AND COLLABORATIVE DECISION MAKING

Rarely are important business decisions made independently. Significant opportunities require working with, and through, other people who may bring an entirely different vision and need-set to the table. Learning to negotiate and collaborate “on the fly” is extremely difficult at best, absent any clear feedback. In this highly interactive course, participants progress through a series of challenging problems and experiences, gaining tools and strategic insights that can be readily applied to drive success in future competitive interactions.

## FACULTY

Janet Dukerich, PhD  
Professor, McCombs  
School of Business

Gaylen D. Paulson, PhD  
Associate Dean  
and Director, Texas  
Executive Education

## BENEFITS

- Gain a better understanding of competitive and cooperative situations, applying game theory to more effectively participate in alliances, joint ventures, and negotiations
- Establish a strategic mindset to drive collaborative interactions, with sensitivity to the situation and the relationship
- Prepare more systematically, uncovering gaps in planning routines
- Enhance and expand information exchange to achieve win-win agreements in individual and multi-party environments
- Compete fairly while maintaining relationships
- Incorporate means for creating value while simultaneously capturing resources
- Identify mental failings and biases, and optimize outcomes by utilizing appropriate decision quality principles
- Increase self-awareness, identifying ways to leverage personal strengths to compensate for areas of weakness
- Communicate solutions credibly in order to create agreement and buy-in
- Resolve potentially destructive, emotionally charged disputes
- Anticipate problems with implementation, and adjust agreements accordingly

There are no prerequisites for this course.

## LEARN MORE



# ADVOCACY, INFLUENCE AND POWER

Good ideas don't sell themselves—they must be sold! Become a more influential leader by developing a better understanding of how to effectively advocate for your ideas and vision.

Acquire the expertise to gain support for your ideas with ease. Analyze how your political intelligence and persuasion acumen affect your success in convincing others to see your vision and support your ideas. Return home from this program knowing how to effectively construct and deliver your message, position and differentiate your ideas, generate loyalty and commitment, and overcome resistance to be more persuasive.

## FACULTY

John A. Daly, PhD  
Professor,  
Moody College of  
Communication and  
McCombs School of  
Business

David Harrison, PhD  
Chair of Business  
Administration,  
McCombs School of  
Business

Sharon Jarvis, PhD  
Associate Professor,  
Moody College of  
Communication

Gaylen D. Paulson, PhD  
Associate Dean  
and Director, Texas  
Executive Education

## BENEFITS

- Present ideas with impact and impetus
- Develop and implement an internal branding strategy that will build your credibility
- Construct and deliver persuasive messages that work in any context
- Understand how to build and expand your own personal power
- Gain support from your alliances and networks
- Generate loyalty and commitment to a vision from colleagues
- Inspire and spread change throughout your organization to reach common goals
- Use narratives and stories to communicate a message

There are no prerequisites for this course.

## LEARN MORE



# BUILDING ENGAGEMENT: WHAT LEADERS DO TO MANAGE TALENT AND BUILD ALLEGIANCE

Formal and informal leadership acumen is essential to creating engagement in today's competitive work environment. Examine what it takes to "make it" as a leader. Discover practical moves successful people make to create loyalty and build commitment. Outline specific steps you can take to enhance interpersonal effectiveness and generate high levels of engagement among your coworkers. Discuss research findings where leaders worldwide were asked to describe what they do on a daily basis that makes them successful leaders.

## FACULTY

John A. Daly, PhD  
Professor,  
Moody College of  
Communication and  
McCombs School of  
Business

Kristie Loescher  
Senior Lecturer,  
Management

Raj Raghunathan  
Professor of Marketing

## LEARN MORE



## BENEFITS

- Create loyalty and engagement
- Encourage "organizational citizenship" in the workplace
- Prepare to be "interpersonally savvy" when working with others
- Discuss ways to communicate more effectively and efficiently
- Recognize practical skills that will enhance your everyday effectiveness at work
- Discover what it is that successful leaders know about how to do business—day-by-day
- Grasp methods for enhancing your personal credibility in the workplace

There are no prerequisites for this course.

**"Building Engagement offers a great combination of theory and practice. This is the class for any manager looking to elevate their focus from just managing people through the day-to-day to truly engaging them to be the best they can be for the organization. I left the class with a clear set of ideas and approaches I could put into practice the next day with immediate positive results for my team. The only thing I regret is that I did not attend this course sooner!"**

Céline Felan, Director of Client Success, Abila

# LEADING AND MOTIVATING DISPERSED TEAMS

In the digital age, people are traveling less and meeting face-to-face less frequently with their fellow team members and leaders. Virtual teams are already a fact of the global marketplace as companies leverage global talent and technology facilitates better communication. Examine what it takes to successfully work with, and lead, distanced teams. Acquire critical skills leaders and members of a virtual team need for creating, maintaining, and motivating successful virtual teams.

## FACULTY

John A. Daly, PhD  
Professor,  
Moody College of  
Communication and  
McCombs School of  
Business

Deirdre B. Mendez, PhD  
Associate Director,  
Center for Global  
Business, McCombs  
School of Business

Doug Dierking, PhD  
Senior Lecturer,  
McCombs School of  
Business

Effectively navigate the challenges and obstacles related to working virtually. Draw from recent research to identify a two-stage model of distance leadership. Develop a plan to more effectively work with and lead teams who don't share a physical space.

## BENEFITS

- Learn why virtual teams are so important to organizations today and understand the dynamics
- Discover tools for managing people from afar
- Acquire strategies for communicating effectively with distanced team members
- Work with the two-stage model of virtual leadership
- Recognize your employees' development needs
- Identify appropriate resources for employee development
- Discuss what keeps valued employees from leaving when working from a distance
- Know how to use the performance management process as a retention tool

There are no prerequisites for this course.

## LEARN MORE



# LEADING CHANGE

In today's competitive world, you're faced with the challenge of 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
- Appreciate your organization's culture and use it to implement changes
- Learn what you and your organization can do to create a culture that is change-enabled
- Learn what skills are essential to lead and manage a team where change is the constant
- Articulate your new vision to your employees to generate cooperation

There are no prerequisites for this course.

## FACULTY

John A. Daly, PhD  
Professor,  
Moody College of  
Communication and  
McCombs School of  
Business

Luis Martins, PhD  
Professor, McCombs  
School of Business

LEARN MORE



# FOSTERING INNOVATION AND CREATIVITY

Organizations recognize the need for innovation in order to be more efficient and competitive. But how do you rigorously execute tried-and-true, well-thought-out strategies without crowding out innovation and creativity? More than one "innovative" company stagnated and declined because they didn't pursue, or couldn't capitalize, on new ideas. This program focuses on the fundamental challenge of utilizing your existing capabilities while exploring innovations to support your future. You will discuss the challenges of simultaneous exploration and exploitation and learn tools and techniques to enable your organization and team to execute and innovate at the same time.

## BENEFITS

- Generate new value through innovative business models
- Drive creativity and ideation in individuals and teams
- Anticipate and prepare for organizational politics
- Implement creativity tools and design thinking to expand opportunities

There are no prerequisites for this course.

## FACULTY

John A. Daly, PhD  
Professor,  
Moody College of  
Communication and  
McCombs School of  
Business

Mellie Price  
Assistant Professor  
of Instruction in the  
McCombs School of  
Business

LEARN MORE





# LEADING HIGH PERFORMANCE TEAMS

In today's business world, you must become a creative leader who can inspire productivity and motivate employees to achieve organizational goals and objectives. You are faced with ever-increasing demands and are being asked to perform functions once in the realm of human resources and other departments. Be an effective leader. Generate group cohesiveness, mutual respect and support, and company loyalty. Construct a comprehensive toolkit of the major functions effective leaders perform: hiring, communicating, motivating, negotiating, teaming, evaluating, rewarding, and creating a high performance culture. Examine and discuss the critical path to motivating and leading others.

## FACULTY

John A. Daly, PhD  
*Professor, Moody College  
of Communication and  
McCombs School of  
Business*

Angela McDermott  
*Lecturer, Management,  
McCombs School of  
Business*

Deirdre Mendez  
*Director, Center for  
Global Business,  
Department of Business,  
Government & Society*

## LEARN MORE



## BENEFITS

- Develop new insights on 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
- Apply the performance appraisal process effectively
- Motivate the workforce of today and tomorrow
- Retain the best people

There are no prerequisites for this course.

**"Relevant and timely information that will develop anyone in a leadership position."**

John Omich, Regional Account Manager, Lundbeck Pharmaceuticals

# REFINING YOUR LEADERSHIP APPROACH AND STYLE

Grow as a leader. Identify, optimize, and adapt your personal leadership style. Strengthen your leadership ability through a combination of classroom instruction in leadership concepts and frameworks, assessments, peer discussion, and experiential exercises, which will result in personal reflection, learning, and action planning.

## FACULTY

Melissa Murphy  
*Lecturer, Management  
Department at the  
McCombs School of  
Business*

Donald Ruse  
*Assistant Professor of  
Instruction, Management  
Department*

Achieve awareness and mastery of your own leadership approaches and expertise. Improve your understanding of contextual demands and how different leadership styles and behaviors best meet those demands. Draw out personal learning based on tangible opportunities to practice the art of leadership.

## BENEFITS

- Demonstrate greater awareness and mastery of your own leadership approaches
- Recognize the most effective leadership style for a given circumstance
- Define the legacy you would want to leave behind as a leader

There are no prerequisites for this course.

## LEARN MORE



# DRIVING BUSINESS SUCCESS WITH DIGITAL MARKETING

Today, all marketing is digital at some level. Yet, only slightly more than half of organizations say they are successful, and only about 33% realize the return they expect from digital marketing. With something so important to the success of your business, you need a proven and adaptable strategy to transform your digital executions and activations into customer engagement and revenue. This class will help you and your organization develop a digital mindset (the key differentiator between digital success and failure) that will frame everything you, your teams, and agencies do.

## FACULTY

Christopher Aarons  
*Lecturer, McCombs  
School of Business*

## BENEFITS

- Transform how you, your team, and agencies think to develop groundbreaking digital marketing campaigns
- Utilize the Digital 15 operating principles to drive better digital ROI and de-position the competition
- See exactly why the best digital brands and practitioners excel
- Understand why others fail, and how not to fall into traps that doom success
- Discover actionable best practices to implement across all facets of digital including: social media, SEO, content marketing, mobile, and psychology to transform you into the right brand that does the right things to drive evangelism and sales

There are no prerequisites for this course.

LEARN MORE



# MARKETING ANALYTICS

Companies are more data rich than ever before. This has created an imperative for organizations to analyze and understand data to drive organizational growth. With the new methods and new tools available today, you need to continually build expertise in analyzing and interpreting customer and market data (or effectively direct those on your team who provide the data analysis to drive key decision making). This class will immerse you in common data set contexts to provide hands-on experiences with strategic data analysis scenarios, including market definition and modeling, customer acquisition and management, marketing mix effectiveness and optimization, and strategy and policy analysis. Excel will be used extensively, along with other analysis and visualization tools that will give you knowledge that you can apply in your own organizational technology environments.

## BENEFITS

- Define and model your target market
- Drive customer acquisition and management based on data analysis
- Optimize the effectiveness of your marketing mix
- Analyze your marketing strategy and policy

There are no prerequisites for this course.

LEARN MORE



# DRIVING SALES SUCCESS: STRATEGY AND MANAGEMENT

In these times of evolving digital technology and infrastructure, customer demands and sales strategies are rapidly changing. Sales leaders must design a go-to-market strategy that meets the varying needs of customers. In this hands-on program, improve your ability to optimize sales outcomes by developing and managing a high-performance sales force to effectively carry out your sales strategy.

## FACULTY

Doug Chung,  
*Instructor, Driving Sales  
Success: Strategy and  
Management*

## BENEFITS

- Explore effective strategies for analyzing different go-to-market options
- Strengthen sales teams and effectively manage your key accounts
- Become ready to implement an action plan that sets up your sales strategy to increase revenue and to drive long-term success
- Develop a customer-centric go-to-market strategy that meets your goals
- Improve sales force management by effectively recruiting, compensating, and motivating your salespeople
- Build strong relationships with effective channel and key account managements
- Harness data and technology to optimize your strategy
- Extend your network by working with accomplished executives from various backgrounds and industries
- Build relationships with a diverse group of peers who can provide broad insights into your business challenges and career decisions

There are no prerequisites for this course.

## LEARN MORE



# FINANCE AND ACCOUNTING FOR NON-FINANCIAL MANAGERS

Are you fluent in the language of business? Do you understand the trade-offs between risk and return? Apply proven analytic tools to make sound business decisions and take maximum advantage of business opportunities. Apply analytical skills to make informed decisions and interpret your company's liquidity and profitability. Take full advantage of business opportunities with confidence. Gain insight into how accounting data drives your company's past and future financial performance. Solidify the foundation you need to make better financial management decisions.

## FACULTY

Eric Hirst, PhD  
*Professor, McCombs  
School of Business*

James A. Nolen, MBA  
*Distinguished Senior  
Lecturer, McCombs  
School of Business*

## BENEFITS

- Communicate financial goals and performance more effectively
- Examine the content and make connections between the three major financial statements
- Evaluate the financial performance of your company or unit
- Analyze the performance metrics by which you are being measured and why they matter
- Determine how accounting concepts and financial strategies are integrated into your company's decision making processes
- Examine different financial strategies and anticipate what financial statements should look like given the company's business model
- Benchmark financial performance over time and against competitors
- Gain exposure to diverse financial approaches, including methods of business valuation
- Implement sophisticated working capital management techniques
- Gain legitimacy among peers and senior management

There are no prerequisites for this course.

## LEARN MORE



**"Overall, this course challenged me to raise questions I would not have. I feel more equipped with the lingo I need to make an impact internally and externally."**

Adara Richter, Chief of Staff to CEO, AgAmerica Lending



# FINANCIAL STRATEGIES FOR VALUE CREATION

Understanding the numbers only gets you so far... it's how you apply information that matters. Create a plan to use your organization's capital strategically. Recognize how value is created in your firm. Evaluate opportunities and assess competition based on robust financial analysis to outperform your industry. Work through a systematic approach for analyzing financial statements and evaluate the impact on profitability during this hands-on program. Implement what you have learned in a comprehensive simulation that puts you in charge of every aspect of a hypothetical company's business.

## FACULTY

Brian Lendecky, CPA  
Senior Lecturer,  
McCombs School of  
Business

James A. Nolen, MBA  
Distinguished Senior  
Lecturer, McCombs  
School of Business

## BENEFITS

- Examine and understand specific financial statements from your company
- Apply skills in an active, hands-on simulation
- Experience a real-world scenario and test outcomes of various decisions
- Develop an informed financial perspective on business operations
- Analyze the key drivers of Return On Equity (ROE)
- Build practical skills to evaluate your organization's current and future financial performance
- Examine the effects of operating and financial strategies on the financial performance of your firm

There are no prerequisites for this course.

## LEARN MORE



# PERFORMANCE MANAGEMENT AND CONTROL

Analyze performance management and control systems, including structured measurement models, analytical techniques, and system biases to discover impact on the behaviors of your team. Establish a grounding in proven measurement techniques while addressing cost-benefit issues. Employ better performance measurement systems to create a culture of planning, execution and accountability.

## FACULTY

Brian Lendecky, CPA  
Senior Lecturer,  
McCombs School of  
Business

## BENEFITS

- Measure and evaluate employees using short-term and long-term performance metrics
- Evaluate advantages and disadvantages of measures in a performance management system
- Measure what you want done
- Question and rationalize the key performance metrics that you are utilizing
- Discuss budgeting techniques and best practices
- Consider the human dynamics of budgeting
- Evaluate the financial criteria of the Balanced Scorecard
- Analyze and interpret budget-actual variances and assess responsibility for them

There are no prerequisites for this course.

## LEARN MORE



**"Excellent program for managers responsible for budgeting processes with accountability for the bottom line performance."**

Don Denges, VP of Operations, Presco Polymers, L.P.

# DATA ANALYTICS

Discover, analyze, and forecast relationships among large data sets (“Big Data”). Gain confidence in building reliable data analyses to make projections of business intelligence and performance. Utilize the fundamental analytical tool—regression—for discovering, analyzing, and forecasting relationships. Apply regression to past relationships, looking for trends, seasonal patterns, and hidden correlations that can predict the future reliably. Model customer retention rates, develop an optimal bidding strategy in a sealed bid process, hedge your firm’s revenue, or forecast future profitability of individual customers, monthly sales, or daily stock prices by charting a successful course with regression and forecasting methods.

Acquire a solid fundamental understanding of the methods, using intuitive graphical approaches to explain and motivate regression and forecasting models.

## BENEFITS

- Apply regression to uncover trends, patterns, and data correlations
- Gain confidence when using data to make analyses, forecasts, and projections
- Develop the acumen to competently evaluate the findings and analyses presented by others
- Interact with data executives on the topic of data-driven business intelligence
- Analyze case studies to gain a thorough consideration of the models applications

There are no prerequisites for this course.

## FACULTY

Tom Sager, PhD  
Professor, McCombs  
School of Business

Tom Shively, PhD  
Professor, McCombs  
School of Business

## LEARN MORE



# PREDICTIVE ANALYTICS WITH MACHINE LEARNING AND DATA MINING

Across industries, routine decisions and competitive strategies increasingly rely on data-driven business intelligence. Evaluate data-driven business intelligence challenges and tools, such as data mining and machine learning techniques. Apply data-driven intelligence to improve decisions and estimate the expected impact on performance. Prepare to analyze unprecedented volumes of rich data to predict the consequences of alternative courses of action and guide decision making. Discuss data-driven business intelligence challenges and tools like data mining and machine-learning techniques.

## BENEFITS

- Apply effective data-driven intelligence to improve your decisions and systematically estimate the expected impact on relevant performance objectives
- Discuss the landscape of data-driven intelligence tools, the basics of data-mining techniques, and their applications in practice
- Develop a data-analytical approach to problem-solving
- Identify opportunities to derive value from data-driven intelligence
- Acquire hands-on experience to follow up on ideas or opportunities that present themselves

There are no prerequisites for this course.

## FACULTY

Maytal Saar-Tsechansky, PhD  
Associate Professor,  
McCombs School of  
Business

## LEARN MORE



# PRINCIPLES OF BUSINESS VALUATION

Learn to estimate enterprise values and investments. In this course, you'll develop skills to understand how projects and companies are valued, beginning with an overview of valuation techniques, including intrinsic value and market value approaches. Learn the discounted cash flow method. Discuss methods for estimating a firm's weighted cost of capital, the effect of leverage (debt) on the firm's cost of equity, and the valuation efforts of a firm's capital structure.

## FACULTY

Joe Hahn,  
Clinical Associate  
Professor of Finance  
and Associate Director  
of the Master of  
Science in Finance  
Program, McCombs  
School of Business

## BENEFITS

- Learn the discounted cash flow method (DCF), the most widely used intrinsic valuation method
- Learn methods for modeling the effects of varying material inputs of the DCF model
- Gain hands-on experience gilding financial models that can be applied practically in the workplace
- Risk Analysis and Simulation: estimate the appropriate cost of capital for valuing projects that have different risks
- Carry out sensitivity analysis of valuation projects including break-even sensitivity analysis and simulation
- Understand the use of relative valuation multiples (e.g., EV/EBITDA, P/E) and work through an example on the use of valuation multiples in determining firm value
- Learn real option analysis
- Build financial models in Excel and learn through practical application
- Develop an understanding of the value creation potential hidden in your firm that could make it attractive to private equity investors

There are no prerequisites for this course.

## LEARN MORE



# DECISION AND RISK ANALYSIS IN HYDROCARBON EXPLORATION AND PRODUCTION

Learn how to approach modeling decisions and uncertainties in oil and gas project management to enhance economic value and manage project risks. This includes risks associated with estimates of hydrocarbon reserves and recovery rates, and economic risks related to investment costs and oil prices. Analyze case studies to see strategies that work for industry leaders. Use software demonstrations to become familiar with analysis tools and practices.

## FACULTY

James Dyer,  
Fondren Centennial  
Chair in Business in  
the McCombs School  
of Business

## BENEFITS

- Gain the information and options available to enhance economic value and manage project risks in the hydrocarbon production industry
- Learn how risks should be incorporated into decision making in oil and gas investments
- Understand how to frame the decision opportunity (decision hierarchies and strategy tables)
- Model complex projects with influence diagrams
- Learn how to do deterministic sensitivity analysis (Tornado Diagrams)
- Develop skills using decision trees as a means of structuring risky problems
- Experience hands-on work with software tools for analysis of risky decisions (Participants will be encouraged to use personal laptops)
- Managing project risks
- Enhancing economic value

There are no prerequisites for this course.

## LEARN MORE





# ECONOMICS AND TECHNOLOGY OF THE CRUDE OIL, NATURAL GAS, AND LNG VALUE CHAINS

This program is designed to provide an overview and advanced topics on global value chains. Gain perspective and discover the economics, technology, policy/regulatory issues, and business strategies and trends that affect these value chains. Global market conditions, U.S. and international case studies, market outlooks, and example project investments are used to illustrate and provide hands-on experience.

## FACULTY

Fred Beach,  
Assistant Director for  
Energy & Technology  
Policy at the Energy  
Institute

## BENEFITS

- Gain perspective on advanced topics relating to global oil, natural gas, and LNG value chains
- Review key value chain economics, business, and technology features impacting investment projects
- Value chains, oil and gas systems in overall context
- Global energy trends, forces, and drivers
- Energy markets, volatility of commodity prices, market players, and dynamics
- Sector trends, including role of National Oil Companies
- Identification of key risks and uncertainties
- Upstream investment decisions considerations
- Pipeline economics and cost model
- LNG value chain economics and business issues
- Gas and power business models
- Global refining and petroleum product issues, including biofuels
- Discover the economics, technology, policy/regulatory issues, and business strategies and trends that affect these value chains
- Understand the relationship between global energy balances, prices, and investment cycles
- Gain a perspective on strategic planning for governments and investors
- Learn the role of technology and technological innovation play in the value chain

There are no prerequisites for this course.

## LEARN MORE



# ENERGY FINANCE

Develop an understanding of energy markets by focusing on energy-related derivatives and different derivative products and how to apply them. You'll leave with an understanding of energy markets and how to measure and manage the financial risks created by volatile energy prices. Gain an in-depth understanding of energy finance by addressing three areas within an energy context: pricing, asset valuation, and risk management.

## FACULTY

Ehud Ronn,  
Professor of Finance,  
McCombs School of  
Business

## BENEFITS

- Develop an understanding of how to model and forecast energy and forward/futures prices by placing energy markets in the context of global financial markets and analyzing their subsequent reactions
- Understand international financial markets
- The current state of equity and commodity markets
- Learn the different derivative products and learn how to apply them in the energy markets
- Measure the uncertainty of equity, credit, and commodity markets
- Value-at-risk in the energy industry
- Use financial models to analyze and forecast energy prices and volatility
- Understand the risk of and return from futures and options contracts on energy commodities
- Apply option and valuation techniques to the energy markets
- Understand and use derivative products to mitigate energy price risk
- Utilize real options theory to value energy assets
- Use information from futures/options prices to determine optimal production decisions and timing for extraction
- Introduction to options

There are no prerequisites for this course.

## LEARN MORE



# ENERGY, TECHNOLOGY, POLICY

Discover energy's role in our environment, in order to understand the impact of energy technologies and policies on society through a fast-paced overview on a wide range of topics. This class covers both fundamentals and a deep dive into energy's role in our environment, including its effect on water and food. Participants explore how energy and policy affect culture and humanity to gain critical perspective for making decisions in the business world.

## FACULTY

Fred Beach,  
Assistant Director for  
Energy & Technology  
Policy at the Energy  
Institute

## BENEFITS

- Cover a range of topics in this information-packed class beginning with basics and fundamentals and then delve into the role energy plays in our environment
- Understand the central role energy plays in society
- Critical technologies and the future
- Leave with a whole new view about energy
- Discover how energy is interconnected with other sectors
- Energy and water and energy and food

There are no prerequisites for this course.

LEARN MORE



# MANAGING EXTERNAL STAKEHOLDER RELATIONSHIPS

Explore social responsibility issues and examine the management of ethical, legal, political, and cultural risks (and opportunities) associated with developing energy projects in emerging markets, including upstream and downstream oil and gas investments. Look at social responsibility efforts, relationship management with external stakeholders, and how politics, culture, and law structure companies' relationships with stakeholders.

## BENEFITS

- Learn how to manage your firm's relationship with external stakeholders, governmental, and nongovernmental
- Corporate social responsibility and stakeholder relationships
- Explore important social responsibility issues in the oil and gas industry, including environment, human rights, and governance
- Examine how law, politics, and culture structure relationships with stakeholders
- Explore the law and politics of the siting process, including environmental permitting
- Environmental issues and stakeholders
- Human rights and stakeholders
- Government stakeholders

There are no prerequisites for this course.

LEARN MORE



**"Texas Executive Education's mix of academic research and on-the-ground application of concepts is real. These classes have given me the opportunity to validate certain organizational practices and tools, and to challenge historical norms."**

Matthew Inderlied  
Senior Vice President, FBD Partnership, LP

# CAPITALIZE ON YOUR STRENGTHS. FILL IN YOUR GAPS.

## Interactive Competency Map

Completely free and personalized, this valuable tool is designed to match courses to development areas to help advance your education and your career.



## A structured framework for professional self-assessment

- Clarify strengths and possible knowledge gaps
- Identify actionable professional development steps to bridge gaps
- Receive an email summary of results for future reference

**TRY IT NOW →**





# CUSTOM PROGRAMS FOR YOUR ORGANIZATION

**Designed for the specific challenges your team is facing.**

Custom Programs at Texas Executive Education offer a one-of-a-kind learning experience tailored specifically to your organization. We offer customized curricula, from leadership to strategy to design thinking. We utilize a range of dynamic and immersive learning techniques delivered on our campus, your campus, or anywhere in the world.



LEARN MORE



## HOW TEXAS EXECUTIVE EDUCATION WORKS WITH YOU

### Get to Know You

- Understand goals and gaps (interviews, competency mapping, 360° surveys)
- Review key corporate data
- Refine learning objectives

### Design Your Program

- Select best faculty to deliver on learning objectives
- Ongoing client review and input
- Integrate content, delivery, and strategic intent

### Deliver Your Program

- Utilize a range of methods (cases, simulations, exercises, experiential learning)
- Build teamwork in addition to delivering content
- Deliver world-class learning environment for student success

### Apply Your Program

- Implementation follow-up
- Coaching
- Action learning projects

### Evaluate Your Program

- 30- 60- and 90-day follow-up surveys and interviews
- Client reviews
- Financial return on investment

## FLEXIBLE DELIVERY OPTIONS TO MAXIMIZE IMPACT

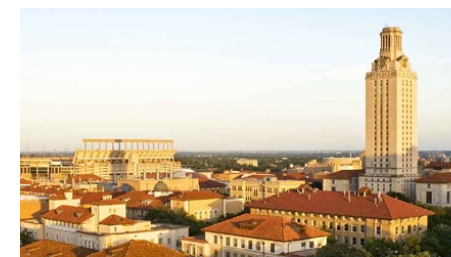


### MAKE YOUR OFFICE A CLASSROOM

We'll bring a customized program to your corporate campus(es) anywhere in the world. This is a great option to reduce costs or minimize time away from the office for busy teams.

### BRING YOUR TEAM TO UT

Getting away from the office can offer your team a dedicated time to focus on the goals at hand - away from the normal disruptions. UT offers world-class facilities to support groups of any size for a day, a week, or even longer.



### IMMERSE YOUR TEAM WITH CUSTOMERS

When developing a new mindset or moving to a new market, cultural understanding is critical. We'll develop a truly global custom program with immersive experiences in the places where your suppliers and customers live and work. Think of it as a hands-on field trip.

**"The relationship we've formed with Texas Executive Education over the last ten years of this program is truly special. You know us. You know our culture. Your professors understand our issues, and connect on a powerful level with our management team. Anyone can hire outside experts, but our partnership with Texas Executive Education goes much further than that — you anticipate our needs and bring ideas that really generate forward thinking."**

Jeff Olin, Director of Leadership & Employee Development, BBVA Compass

# CORPORATE PARTNERSHIPS

Partnering with Texas Executive Education can help your organization develop and retain your best people as part of an overall learning and development strategy.

**Our Corporate Partners become collaborators on new program ideas and pilot programs at Texas Executive Education. They also enjoy the following benefits:**

- Consultation regarding the organization's needs, and development of a matrix of goals and competencies mapped to available courses
- Dedicated relationship manager to assist with individual and group registrations
- Corporate-level discounts for open enrollment programs, with a graduated scale depending on planned usage



## Additional Benefits of Corporate Partnerships

- Simplified invoicing for multiple registrations
- Invitations to VIP events and priority registration
- Access to resources, including MBA resumes, consultations with a McCombs Career Services Director, and project consulting through MBA Enhance
- Marketing opportunities, including press releases and profiles of Corporate Partners in marketing materials
- Reduced rates on faculty speakers and custom program development

To learn more about partnership levels and options, please contact:

**Lynn Slattery, Director,  
Executive Education**  
**512.232.9462**  
[lynn.slattery@mcombs.utexas.edu](mailto:lynn.slattery@mcombs.utexas.edu)







AT&T EXECUTIVE EDUCATION CENTER



ROBERT B. ROWLING HALL

# AT&T EXECUTIVE EDUCATION AND CONFERENCE CENTER

## PLACES TO LEARN

The AT&T Executive Education and Conference Center and adjoining Rowling Hall provide you with tier-1 University resources and world-class facilities conducive to learning all located under one roof. The Center encompasses 40,000 square-feet of meeting and function space, including a 300-tiered amphitheater, an 800-seat divisible ballroom, and breakout rooms that can be configured for any need.

## PLACES TO MEET

Additional features include on-site underground parking and three on-site restaurants: The Carillon, Gabriel's, and the One Twenty Five Café. The private Tejas Dining Room is also available for conferences and special events. Rowling Hall, located directly next door, is a new facility that offers additional state-of-the-art classrooms, conference, and meeting spaces.



AN ARRAY OF MEETING SPACES TO MEET YOUR NEEDS

## HOTEL ACCOMMODATIONS AND AMENITIES

297 guest suites with exceptional views of the city, the UT Tower, and the hotel's inner courtyard. All rooms feature complimentary high-speed internet, flat-panel HDTVs with AT&T U-verse®, and multiple HBO® channels. Amenities include a Fitness Center that is open to guests 24 hours a day, a heated outdoor pool, umbrella tables, and comfortable lounges. Bicycle rentals are also available.







## TEXAS EXECUTIVE EDUCATION CONTACTS

### For Custom Programs:

Courtney Link  
512-232-9462  
courtney.link@mcombs.utexas.edu

### For Open Enrollment and Certificate Programs:

Cheryl Bates  
Phone: 512-232-9462  
cheryl.bates@mcombs.utexas.edu

### To register for a class:

Online: <https://www.mcombs.utexas.edu/execed/for-individuals/classes/class-schedule>  
Phone: 512-471-5893

### Mailing Address:

Texas Executive Education  
McCombs School of Business  
The University of Texas at Austin  
P.O. Box 8424  
Austin, TX 78713-8424

**"Very well planned session providing strategic guidance to help students realize there are multiple perspectives available when applying classroom theory to actual business situations."**

Jason Kurtz, VP, Marketing & Transportation, Southwestern Energy





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