What you learn here today, you’ll use tomorrow.
Accelerate your journey.
<table>
<thead>
<tr>
<th>PG</th>
<th>CLASS NAME</th>
<th>CR</th>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Supply Chain Foundations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Supply Chain Procurement and Sourcing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Supply Chain Risk</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Supply Chain Sales and Operations Planning and Logistics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Decision Quality: Make the Right Choice Every Time</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>19-20</td>
</tr>
<tr>
<td>13</td>
<td>Decision and Risk Analysis</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>24-25</td>
</tr>
<tr>
<td>14</td>
<td>Human Biases in Decision Making: Avoiding the Traps</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>22-23</td>
</tr>
<tr>
<td>15</td>
<td>Leading Strategic Decision Making</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>22-23</td>
</tr>
<tr>
<td>16</td>
<td>Modeling and Analytics for Strategic Insight</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>22-23</td>
</tr>
<tr>
<td>17</td>
<td>Negotiation and Collaborative Decision Making</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>22-23</td>
</tr>
<tr>
<td>18</td>
<td>Scenarios and Forecasting: Planning for Uncertainty</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>22-23</td>
</tr>
<tr>
<td>19</td>
<td>Design Thinking Essentials for Business</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>22-23</td>
</tr>
<tr>
<td>20</td>
<td>Gaining &amp; Analyzing Key Insights to Drive Innovation</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>22-23</td>
</tr>
<tr>
<td>21</td>
<td>Mastering Ideation &amp; Prototyping to Drive Innovation</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>22-23</td>
</tr>
<tr>
<td>22</td>
<td>Storytelling to Deepen Understanding &amp; Create Impact</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>22-23</td>
</tr>
<tr>
<td>23</td>
<td>Mergers &amp; Acquisitions</td>
<td>2 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>25</td>
<td>Strategic Management</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>26</td>
<td>Advocacy, Influence and Power</td>
<td>2 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>27</td>
<td>Building Engagement: What Leaders Do to Manage Talent and Build Allegiance</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>29</td>
<td>Fostering Innovation and Creativity</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>30</td>
<td>Leading and Motivating Dispersed Teams</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>31</td>
<td>Leading Change</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>32</td>
<td>Leading High Performance Teams</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>33</td>
<td>Refining Your Leadership Approach and Style</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>34</td>
<td>Digital Marketing Strategy and Execution</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>35</td>
<td>Marketing Analytics</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>36</td>
<td>Finance and Accounting for Non-Financial Managers</td>
<td>2 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>37</td>
<td>Financial Strategies for Value Creation</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>38</td>
<td>Performance Management and Control</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>39</td>
<td>Data Analytics</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>40</td>
<td>People Analytics: Leveraging Data to Improve Talent Management</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>41</td>
<td>Predictive Analytics with Machine Learning &amp; Data Mining</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>42</td>
<td>Managing External Stakeholder Relationships</td>
<td>.5 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>43</td>
<td>Economics &amp; Technology of the Electric Power Value Chain</td>
<td>.5 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>44</td>
<td>Business Valuation</td>
<td>.5 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>45</td>
<td>Decision Risk Analysis in Hydrocarbon Exploration and Production</td>
<td>.5 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>46</td>
<td>Economics &amp; Technology of the Crude Oil, Natural Gas &amp; LNG Value Chains</td>
<td>.5 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>47</td>
<td>Energy Finance</td>
<td>.5 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>48</td>
<td>Global Oil and Gas Accounting</td>
<td>.5 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
<tr>
<td>49</td>
<td>Energy, Technology and Policy</td>
<td>.5 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6-7</td>
</tr>
</tbody>
</table>
"Excellent instructors with a great communication style. Each one created an inviting classroom experience."

Ardella Anderson
HEB Grocery Company, LP

<table>
<thead>
<tr>
<th>Table of Contents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate Programs .............................................</td>
</tr>
<tr>
<td>Course Offerings</td>
</tr>
<tr>
<td>Strategic Decision &amp; Risk Management ......................</td>
</tr>
<tr>
<td>Innovation &amp; Transformation ..................................</td>
</tr>
<tr>
<td>Strategy ..................................................................</td>
</tr>
<tr>
<td>Leadership &amp; Management ......................................</td>
</tr>
<tr>
<td>Marketing ..........................................................</td>
</tr>
<tr>
<td>Finance &amp; Accounting .........................................</td>
</tr>
<tr>
<td>Business Analytics .............................................</td>
</tr>
<tr>
<td>Business Analytics ...............................................</td>
</tr>
<tr>
<td>TOWER Fellows Program ......................................</td>
</tr>
<tr>
<td>Custom Programs ................................................</td>
</tr>
<tr>
<td>Competency Map ..................................................</td>
</tr>
<tr>
<td>Corporate Partnerships .......................................</td>
</tr>
<tr>
<td>Conference Center &amp; Meeting Options ....................</td>
</tr>
<tr>
<td>Contact Us .........................................................</td>
</tr>
</tbody>
</table>

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 for details prior to registration.
“Amazing professors and content that can be applied back into the real world.”
Carmen Castillo
Dell, Inc.

“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 in 2021, including a new series of classes on Design, Ideation, and Transformation. 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, in 2021!

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

LOCATION
AT&T Executive Education and Conference Center

REQUIREMENTS
• 6 credits are required to complete the certificate. (2-day and 3-day classes = 1 credit; 5-day classes = 2 credits)
• Classes may be taken in any order, and participants have three years to complete the requirements
• All two- through five-day courses in this brochure may be used to fulfill the requirements of this certificate

Managerial Leadership Certificate (MLC)
The Managerial Leadership Certificate (MLC) 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 with graduate-level education
• Become a more effective communicator in your organization
• Expand your knowledge in topics directly related to your career
• Effectively manage challenges in your career, organization and industry
• Create a customized solution to meet your goals and objectives

Executive Leadership Certificate (ELC)
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 body of knowledge by building on your previous certificate
• Achieve in-depth expertise in executive leadership techniques by completing comprehensive coursework
• Interact with professionals from a wide range of leading companies
• Enhance your business acumen with graduate-level education
• Become a more effective communicator in your organization
• Expand your knowledge in topics directly related to your career
• Effectively manage challenges in your career, organization and industry

“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

“Great program for leaders and managers of all levels.”
Don Denges, VP of Operations, Presco Polymers, L.P.
Energy Certificate (EC)

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

Marketing Certificate (MC)

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 COURSES (EARN TWO CREDITS)**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Marketing Strategy and Execution</td>
<td>1 credit</td>
</tr>
<tr>
<td>Marketing Analytics</td>
<td>1 credit</td>
</tr>
</tbody>
</table>

**SUGGESTED ELECTIVES**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Engagement: What Leaders Do to Manage Talent &amp; Build Allegiance</td>
<td>1 credit</td>
</tr>
<tr>
<td>Data Analytics</td>
<td>1 credit</td>
</tr>
<tr>
<td>Leading Change and Driving Innovative Thinking</td>
<td>2 credits</td>
</tr>
<tr>
<td>Performance Management and Control</td>
<td>1 credit</td>
</tr>
<tr>
<td>Predictive Analytics</td>
<td>1 credit</td>
</tr>
<tr>
<td>Negotiation and Collaborative Decision Making</td>
<td>1 credit</td>
</tr>
<tr>
<td>Design Thinking Essentials for Business</td>
<td>1 credit</td>
</tr>
<tr>
<td>Gaining &amp; Analyzing Key Insights to Drive Innovation</td>
<td>1 credit</td>
</tr>
<tr>
<td>Mastering Ideation &amp; Prototyping to Drive Innovation</td>
<td>1 credit</td>
</tr>
<tr>
<td>Storytelling to Deepen Understanding &amp; Create Impact</td>
<td>1 credit</td>
</tr>
</tbody>
</table>

**PROGRAMS INCLUDE DATE**

<table>
<thead>
<tr>
<th>Program</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing External Stakeholder Relationships</td>
<td>February 12, 2021</td>
</tr>
<tr>
<td>Economics and Technology of the Electric Power Value Chain</td>
<td>February 26, 2021</td>
</tr>
<tr>
<td>Business Valuation</td>
<td>April 2, 2021</td>
</tr>
<tr>
<td>Decision and Risk Analysis in Hydrocarbon Exploration and Production</td>
<td>May 21, 2021</td>
</tr>
<tr>
<td>Economics and Technology of the Crude Oil, Natural Gas and LNG Value Chains</td>
<td>Fall 2021</td>
</tr>
<tr>
<td>Energy Finance</td>
<td>Fall 2021</td>
</tr>
<tr>
<td>Global Oil &amp; Gas Accounting</td>
<td>Fall 2021</td>
</tr>
<tr>
<td>Energy, Technology and Policy</td>
<td>Fall 2021</td>
</tr>
</tbody>
</table>
Supply Chain Management Certificate (SCMC)

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**
- Answer the fundamental questions of insourcing vs. outsourcing
- Identify some of the major challenges in supply chain management
- Analyze your planning and logistics procedures
- Connect the relationship between supply chain and marketing, finance, operations, engineering, logistics, inventory and transportation

**Supply Chain Procurement and Sourcing**
Answer the fundamental questions of insourcing vs. outsourcing. Translate the supply strategy to procurement, as it relates to source location and transaction. Learn to manage your supply base, and discuss the total cost of ownership.

**Supply Chain Risk**
Successfully navigate a business enterprise through risk and uncertainty. Learn to build risk into decision making processes by exploring methods and statistical tools to systematically reduce risk in your supply chain environment.

**Supply Chain Sales and Operations Planning and Logistics**
Analyze your planning and logistics procedures. Better examine the supply chain and its relationship to marketing, finance, operations, engineering, logistics, inventory and transportation.

**Supply Chain Foundations**
Learn to understand bottleneck strategy and calculate capacity, the relationship between service and supply chain operations, and more.

“The class was a careful balance of theory and practical examples.”
Jerome Kuntscher, Senior Process Engineer, Thermon Inc.

“Excellent applicable information presented in a memorable and entertaining way.”
Sean Avitt, Geoscientist, Railroad Commission of Texas
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
See page 12 for details.

Leading Strategic Decision Making
See page 15 for details.

CORE CLASSES (SELECT AT LEAST 2 OF 5)
Decision and Risk Analysis
See page 13 for details.

Modeling and Analytics for Strategic Insight
See page 16 for details.

Human Biases in Decision Making: Avoiding the Traps
See page 14 for details.

Scenarios and Forecasting: Planning for Uncertainty
See page 18 for details.

Negotiation and Collaborative Decision Making
See page 17 for details.

SUGGESTED ELECTIVE CLASSES (SELECT UP TO 2)
Strategic Management
See page 25 for details.

Predictive Analytics with Machine Learning & Data Mining
See page 39 for details.

Data Analytics
See page 37 for details.

LOCATION
AT&T Executive Education and Conference Center

REQUIREMENTS
• 6 credits are required to complete the certificate. (2-day and 3-day classes = 1 credit; 5-day classes = 2 credits)
• Participants must take both required classes, a minimum of 2 of the available 5 Core classes and a maximum of 2 Elective classes.
• Classes may be taken in any order, and participants have three years to complete the requirements.
• All one-through five-day courses in this brochure may be used to fulfill the electives of this certificate.

“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
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.

**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

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.

**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
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.

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

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.

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

“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
**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.

**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 general additional insights and understand risk
- Identify how to effectively communicate the insights derived from your model

---

**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.

**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

quote

“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
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

“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
Design Thinking Essentials for Business

Companies looking to create a culture of innovation are finding that traditional approaches to customer research and product development are less than effective at identifying opportunities and developing value-based solutions in the face of disruptive market changes. This course introduces a human-centered design approach to innovation that focuses on developing deep insights into customer behaviors, decision-points and actions. With hands-on, project-based experiences, you’ll learn the design thinking approach by actually doing it.

**BENEFITS:**
- Explore how firms are creating an engine of innovation using a design-thinking approach
- Learn the key components of a Design Thinking framework and how to apply them to deliver more reliable and sustainable results.
- Understand how to leverage the power of divergent and convergent thinking to hone the effectiveness of teams using a design process
- Develop tools to help uncover the real challenges that customers experience and to identify core issues that create barriers for them
- Learn how to create robust, reliable, and valid qualitative data that will help you understand and articulate customer challenges more accurately and completely
- Increase the number and breadth of solution options by using challenge definition statements
- Discover effective strategies to analyze and prioritize solution options while expanding the boundaries of what’s possible

Gaining & Analyzing Key Insights to Drive Innovation

The capability to capture and analyze extremely large sets of quantitative data have dramatically transformed our ability to see what has happened in the past and what is happening today. However, the key insights that drive more significant innovation are most often not living inside big data. This course takes a deeper dive into the need to create and execute robust immersive research methods paired with the ability to conduct more productive insight analysis. Participants will come away from this program with the background, tools, and hands-on practice to build these in-depth qualitative research and analytical approaches that are needed to successfully drive innovation.

**BENEFITS**
- Expand your toolkit of research methods to include robust qualitative methods that are necessary to produce key insights for innovation
- Avoid common traps that limit the effectiveness of teams in analyzing data and generating creative ideas.
- Learn to help the members of your team be more open to recognizing and understanding the experiences of customers and other stakeholders.
- Design full research programs that expand the amounts and the depths of insights gathered while reducing bias that can come from both research participants and researchers
- Examine qualitative data in ways that drive pattern and theme recognition, framework building, and, ultimately, deeper customer insights
- Transform key insights into a range of challenge statements that can drive more effective and efficient idea creation processes

Please check the website for upcoming classes.

**LOCATION**
Live Online

**COST**
$2,950

**FACULTY**
Stephen Walls, PhD, MBA
Senior Lecturer, McCombs School of Business

Jeff Mulhausen
Founding Partner, UPSTREAM Thinking

---

Need CEU, CPE or university credit for reimbursement?

Classes offered by Texas Executive Education can provide Continuing Education Units (CEUs), Continuing Professional Education (CPE) credits or university credits. Please contact us for details prior to registration.
Mastering Ideation & Prototyping to Drive Innovation

We’ve all stared at a blank page or screen hoping for inspiration to strike, but teams need more reliable and productive idea generation methods to leverage time and resources effectively. Research has shown how to optimize the ideation process to generate a larger number and wider breadth of ideas. Through hands-on practice, participants will focus on how teams can leverage the power of rapid prototyping to learn more about your ideas faster and drive through a series of iterations that will lead to more actionable innovations for their organization to pursue.

BENEFITS:

• Discover how the definition of a customer or business challenge can help or hurt the ideation process intended to address it.
• Expand the range of ideation methods that can be used by individuals and teams to significantly increase the number and breadth of solution options available to the team or organization.
• Practice ideation techniques that can greatly increase the quantity and quality of possible design solutions.
• Understand the role of rapid prototyping within the innovation process as a means to learn more about solution ideas.
• Explore prototyping techniques for different types of solutions including services, physical products and digital experiences.
• Learn how stakeholder testing can provide valuable feedback to the design process to ensure more successful implementation of new innovations.

Storytelling to Deepen Understanding & Create Impact

The ability to create compelling stories that communicate customer motivations and build empathy is a critical component of successful innovation. This class focuses on building the expertise, tools, and methodologies needed to elicit stories from customers and constituents in ways that foster successful innovation. Additionally, you’ll learn how to share these stories through your organization to ensure the adoption of innovative solutions.

BENEFITS:

• Build an understanding of the essential elements and frameworks of good, diverse storytelling approaches by exploring storytelling archetypes and examples.
• Clarify and map the key elements of customer stories that will be essential in building deeper empathy to drive innovation.
• Explore qualitative research techniques to draw out the key elements and rich stories of customers, especially those more reluctant to fully share their experiences.
• Connect discrete elements across customer stories to recognize story patterns from which more robust persona stories can be constructed.
• Practice building stories that clarify and connect challenges to solutions in order to marshal internal support for innovative solutions.
• Learn to recognize and accommodate the needs and motivations of internal constituents to successfully drive the innovation design process within a team or organization.

Please check the website for upcoming classes.

LOCATION
Live Online

COST
$2,950

FACULTY
Stephen Walls, PhD,MBA
Senior Lecturer, McCombs School of Business
Jeff Mulhausen
Founding Partner, UPSTREAM Thinking
Mergers & Acquisitions

Are you a CEO of a start-up thinking about selling your company? Are you interested in learning about how to value, structure and negotiate a transaction? Are you a CFO getting ready for a sale? Are you an HR or marketing executive who works actively on your company’s acquisitions and wants to learn more about M&A, including how companies are valued and process surrounding a transaction from start to finish?

**BENEFITS:**
- Prepare your company and its financials to be ready for a sale process
- Analyze asset and estate planning issues
- Structure the deal to minimize tax consequences
- Understand how to value a company
- Learn about how companies are marketed for sale
- Understand the sell-side process from start to finish
- Evaluate various monetization alternatives
- Understand key management and retention issues
- Prepare for a smooth integration
- Learn how to negotiate a transaction

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.

**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

“Very practical at all levels. Something for all to apply to the business.”
Matt Inderlied, Senior Vice President, Customers, FBD Partnership, LP
Leadership & Management

January 25, 26, 28, 29, 2021
Fall 2021 Coming Soon

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.

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

Building Engagement: What Leaders Do to Manage Talent & Build Allegiance
Analyze and discuss what leaders worldwide do on a daily basis that makes them successful. 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.

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

“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.

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

---

### Leading Change

Learn to recognize when change is needed and how to manage and lead change in a collaborative environment. 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**
- Recognize where changes are needed and when opportunities present themselves
- Articulate your vision to generate cooperation

Utilize an online simulation to apply the concepts and learning from the class to understand how decisions can affect your change efforts.

---

### Fostering Innovative 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
Leadership & Management

February 10-11, 2021
Fall 2021 Coming Soon

Leadership & Management

April 5-7, 2021
Fall 2021 Coming Soon

Leadership & Management

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.

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

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.

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

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 outdoor experiential exercises, which will result in personal reflection, learning, and action planning.

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
- Practice your leadership expertise outside the classroom during the outdoor Leadership Reaction Course

Interested in incorporating a data-driven approach to managing your team? Be sure to check out our People Analytics class on page 38.

"Relevant and timely information that will develop anyone in a leadership position."
John Omich, Regional Account Manager, Lundbeck Pharmaceuticals
Digital Marketing Strategy and Execution

Dramatic changes in the use of media and technology over the past few years have fundamentally shifted how companies and organizations market to their customers. These changes require new mindsets and new expertise that allow us to engage in and build upon relationships with customers, and to more reliably grow the revenue base for organizations. During this class, you will begin by focusing on building robust digital marketing strategies. You will then explore the research and analysis of customer journeys, and learn to create conversion pipelines as well as key performance metrics. Following this initial strategy building, you will examine current best practices of execution in digital environments, including the design of user experiences through web, social, and mobile media. You will also explore the most effective uses of marketing communication tools, including display advertising, email marketing, search marketing, and social media platforms. Ultimately, you will gain a much stronger understanding of how to connect all of the digital and non-digital marketing execution efforts into compellingly coherent and effective marketing campaigns.

BENEFITS:
• Build strategies for conversion pipelines, customer journeys, and key performance indicators
• Evaluate and plan for more robust user experiences through their web (SEO), social and mobile interactions with your organization
• Discover best practices in display advertising (PPC)
• Discuss current trends and benchmarks in email marketing
• Optimize search marketing by understanding how your website competes and compares with your competitors’ sites
• Utilize social media marketing to connect with, and speak to, your target audience

Marketing Analytics

Companies are more data rich than ever before. This has created an imperative for organizations to analyze and understand that 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 the 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

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

John Scherrer, Program Director, Southwest Research Institute

Interested in creating and implementing innovative ideas into your marketing strategy? Be sure to check out our Innovation and Transformation concentration on pages 20-23.
**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.

**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

*“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

---

**Finance 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.

**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
**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 for discovering, analyzing, and forecasting relationships—regression. 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

“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

---

**Performance Management and Control**

How do you stay at the pace of a start up? How do we grow at a rapid pace while controlling and managing our performance metrics? In this class you will focus on creating a culture of planning, execution, and accountability. You will address the concern of losing control by knowing what you need to know for decision making and oversight without excessively constraining your organization.

**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

“Excellent program for managers responsible for budgeting processes with accountability for the bottom line performance.”

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

---

**Performance Management and Control**

How do you stay at the pace of a start up? How do we grow at a rapid pace while controlling and managing our performance metrics? In this class you will focus on creating a culture of planning, execution, and accountability. You will address the concern of losing control by knowing what you need to know for decision making and oversight without excessively constraining your organization.

**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

“Excellent program for managers responsible for budgeting processes with accountability for the bottom line performance.”

Don Denges, VP of Operations, Presco Polymers, L.P.
Predictive Analytics with Machine Learning & 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

People Analytics: Data Driven Results

Growing evidence shows that leveraging human capital improves firm performance (revenue, stock price, customer satisfaction, retention, and safety) and sustains competitive advantage. But, continuing to engage in human capital practices that reflect outdated knowledge and beliefs, leads to dysfunctional outcomes that can be very costly. Enter the age of People Analytics.

People analytics allows you to incorporates a data-driven approach to managing people at work. Leverage data and sophisticated analysis to solve people-related issues, such as recruiting, performance evaluation, leadership, hiring and promotion, job and team design, and compensation. Utilize the data to improve your team’s ability to achieve goals. Application of People Analytics better informs your decisions on hiring the right person for the right position, building the most effective teams possible, and avoiding costly turnover.

**BENEFITS**
- Improve your processes for strategically hiring, socializing, appraising, rewarding and retaining your team members
- Discuss the impact of organizational context on how companies manage human capital
- Investigate the practices and analytical frameworks that will help you leverage human capital
- Uncover the human capital factors that affect your success as a developing business leader
- Expand your critical thinking skills by leveraging data and analytics as they apply to human capital strategies in practice

**WHO ATTENDS**
- Those with a small to moderate working knowledge of statistics
- Those seeking a refresher of the tools and models in practical application

---

**Interested in utilizing analytics to better interpret customer and market data? Be sure to check out our Marketing Analytics class on page 33.**

“This is a great program that provides a good understanding of the leadership tools and how they affect culture.”

Addison Schweitzer, Senior Project Manager, Intertek
Next Begins Here

The TOWER Fellows Program is a nine month, on-campus opportunity for post-career individuals to start what’s next on their life journey.

Join a select community of exceptional people for an immersive journey to begin your next chapter. The TOWER Fellows Program offers inspiring discussions with world-class thinkers and doers, access to the best courses and professors on campus and a backstage pass to the best events and programs the University has to offer.

Applications for the 2021 Cohort are open through the end of May. Visit the TOWER Fellows website for more details.

www.towerfellows.utexas.edu

"I had been looking to take a sabbatical for some time and the Tower Fellows program was perfect for me. The program gave me time to stop, reignite my creativity, and broaden my horizons. The exclusive access to the University of Texas and the ability to take the journey with an interesting group of people really enriched the experience. I truly loved the excitement of being on campus. When I step on campus, my heart beats a little louder and faster."

Glenn Lowenstein, Tower Fellow ’18
Bring Your Team To UT
Getting away from the office can help avoid office distractions and allow your team to focus on the goals at hand. UT offers world-class facilities tailored to support groups of any size for a day, a week or even longer.

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.

Immerse With Your Global Clients
When developing a new mindset and 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.

“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
Capitalize on your strengths. Fill in your gaps.

Interactive Competency Map
Completely free, and completely personalized, this valuable tool is designed to help advance your education and your career.

A structured framework for professional self-assessment
- Clarify strengths and possible knowledge gaps
- Identify specific, actionable professional development steps to bridge those gaps
- Receive an email summary of results for future reference

Visit our website to begin today:
www.mccombs.utexas.edu/execed/competency-map
Our Corporate Partners become collaborators on new program ideas and pilot programs in addition to these benefits:

- Consultation regarding the needs of the organization and development of a matrix of individual and group goals 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
- Simplified invoicing for multiple registrations
- Invitations to VIP events

To learn more about Corporate Partnership possibilities, please contact:
Lynn Slattery, Director, Executive Education
512.232.9462
lynn.slattery@mccombs.utexas.edu
Meeting & Function Space

Supercharge your knowledge at the AT&T Executive Education and Conference Center and adjoining Rowling Hall. The AT&T Executive Education and Conference 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 type of need. 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. Recently completed Rowling Hall, located directly next door offers additional state-of-the-art classrooms, conference and meeting spaces.

Hotel Accommodations and Amenities

The hotel at AT&T Executive Education and Conference Center includes 297 comfortable guest suites with exceptional views of the city, the UT Tower, and the hotel’s inner courtyard.

For more information, visit: www.mccombs.utexas.edu/execed

Texas Executive Education Contacts

For Open Enrollment and Certificate Programs:
Lynn Slattery
Phone: 512-232-9462
lynn.slattery@mccombs.utexas.edu

To register for a class:
Online: www.mccombs.utexas.edu/execed
Phone: 512-471-5893

For Custom Programs:
Nancy Nagle
Phone: 512-475-9086
nancy.nagle@mccombs.utexas.edu

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

CREDITS

Classes offered by Texas Executive Education can provide Continuing Education Units (CEUs), Continuing Professional Education (CPE) credits, and university credits (through UT Austin University Extension). Please call for details.