Accelerated high-impact classes for working professionals.
<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>9</td>
<td>Supply Chain Foundations</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></td>
</tr>
<tr>
<td>9</td>
<td>Supply Chain Procurement and Sourcing</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></td>
</tr>
<tr>
<td>9</td>
<td>Supply Chain Risk</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></td>
</tr>
<tr>
<td>9</td>
<td>Supply Chain Sales and Operations Planning and Logistics</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></td>
</tr>
<tr>
<td>12</td>
<td>Achieving Strategic Decision Quality</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>16-18</td>
<td></td>
<td>12-14</td>
</tr>
<tr>
<td>13</td>
<td>Biases in 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></td>
</tr>
<tr>
<td>14</td>
<td>Decision Analysis and Value of Information</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>14-16</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>1-3</td>
</tr>
<tr>
<td>16</td>
<td>Modeling 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></td>
</tr>
<tr>
<td>11</td>
<td>Value-Driven Enterprise Risk 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>18-20</td>
</tr>
<tr>
<td>11</td>
<td>Strategic Innovation and Design Thinking</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>28-2</td>
</tr>
<tr>
<td>17</td>
<td>Designing Winning Strategies for Firms Competing in Dynamic Environments</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>15-19</td>
</tr>
<tr>
<td>18</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></td>
</tr>
<tr>
<td>19</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>15-16</td>
<td></td>
<td>25-26</td>
</tr>
<tr>
<td>20</td>
<td>Strategic Pricing</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></td>
</tr>
<tr>
<td>21</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>10-14</td>
</tr>
<tr>
<td>23</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>29-30</td>
</tr>
<tr>
<td>24</td>
<td>Leading Change and Driving Innovative Thinking</td>
<td>2 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5-9</td>
<td></td>
<td>8-12</td>
</tr>
<tr>
<td>25</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>26-27</td>
<td></td>
<td>27-28</td>
</tr>
<tr>
<td>26</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>26-28</td>
<td></td>
<td>3-5</td>
</tr>
<tr>
<td>27</td>
<td>Refining Your Leadership Approach and Style</td>
<td>2 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9-13</td>
<td></td>
<td>17-21</td>
</tr>
<tr>
<td>28</td>
<td>Mastering Marketing Mix Design</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>10-11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>New Product Marketing</td>
<td>1 CR</td>
<td></td>
<td></td>
<td>1-2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>Product Marketing for Technical Professionals</td>
<td>1 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>15-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>31</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>19-23</td>
<td></td>
<td>4-8</td>
</tr>
<tr>
<td>32</td>
<td>Financial Strategies for Value Creation</td>
<td>2 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>23-27</td>
<td></td>
<td>24-28</td>
</tr>
<tr>
<td>33</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>19-20</td>
<td></td>
<td>11-12</td>
</tr>
<tr>
<td>34</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>7-8</td>
<td></td>
<td>5-6</td>
</tr>
<tr>
<td>35</td>
<td>Predictive 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>9-10</td>
<td></td>
<td>7-8</td>
</tr>
<tr>
<td>6</td>
<td>Managing External Stakeholders Relationships</td>
<td>.5 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</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>23</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Business Valuation</td>
<td>.5 CR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>27</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</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>1</td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>6</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>7</td>
</tr>
<tr>
<td>6</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>5</td>
<td>2</td>
</tr>
<tr>
<td>6</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>30</td>
</tr>
<tr>
<td>6</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></td>
</tr>
</tbody>
</table>
"Texas Executive Education has afforded me the opportunity to refresh and reboot what I learned in my MBA program approximately 10 years ago. As my professional landscape evolves, it's important that I remain relevant as well. This program offers continuous learning with relevant scenarios that are applicable to my everyday professional environment."

Ana Merz, Federal Account Executive, AbbVie
“Making good decisions amidst complex arrays of sometimes contradictory business data can be extremely difficult, and Texas Executive Education teaches methods to provide greater insight and better decisions in those situations.”

Jim Wright, Ph.D.
Program Management Executive, Aerospace Prime Contractor

“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.”

Jill Bonnell
Operations Manager, Swagelok, Inc.

“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

Resources for Individuals
ADVANCE YOUR CAREER. ADVANCE YOURSELF.

We offer our classes in a high-impact, interactive learning environment, and our top-tier faculty deliver individualized solutions backed by research and extensive real-world experience. Texas Executive Education has the full resources and capabilities of The University of Texas at Austin and provides personal consulting from our knowledgeable core team of faculty and staff.

EARN A CERTIFICATE
The certificate programs provide academic and intellectual rigor while fine-tuning applicable real-world expertise through a focused series of classes.

Certificate Programs can be found on pages 4 to 11.

TAKE A CLASS
Classes at Texas Executive Education offer powerful new perspectives while strengthening your individual leadership.

Individual classes can be found on pages 12 to 35.

RENOWNED FACULTY
Top-tier UT-Austin professors, with real-world business savvy cultivated through years of proven experience in the corporate sphere.
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.

**REQUIREMENTS**

- 6 credits (2-day and 3-day classes = 1 credit; 5-day class = 2 credits) are required to complete the certificate
- 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

**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

“Texas Executive Education’s Managerial Leadership Certificate classes have been incredibly valuable. I only wish I had started taking classes earlier. Continuing my education through Texas Executive Education has not only allowed me to sharpen my strategic thinking and leadership skills, but has made me a rounded leader and asset to my company. If you see yourself evolving into a leader in your career, invest in your future and start these classes.”

Patrick Carroll, Vice President and General Manager, Williams

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.

**REQUIREMENTS**

- 12 total credits (6 additional credits beyond your prior certificate) are required to complete the certificate
- 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

**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

“Texas Executive Education has delivered an exceptional alternative to an Executive MBA Program. The multiple classes and certificates offered allow for cost-effective business leadership development while focusing on the important and necessary core concepts. The professors are engaging and real-life focused. Texas Executive Education has hit a home run with these programs!”

Joe Sauger, SVP, Engineering & Compliance Services, Buckeye Partners, 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.

REQUIREMENTS
- 3 credits (each 1-day Energy class = ½ credit) are required to complete the certificate
- Participants must take 6 of the 8 available Energy classes
- Classes may be taken in any order

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

PROGRAMS INCLUDE

<table>
<thead>
<tr>
<th>PROGRAMS INCLUDE</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing External Stakeholder Relationships</td>
<td>February 9, 2018</td>
</tr>
<tr>
<td>Economics and Technology of the Electric Power Value Chain</td>
<td>March 23, 2018</td>
</tr>
<tr>
<td>Business Valuation</td>
<td>April 27, 2018</td>
</tr>
<tr>
<td>Decision and Risk Analysis in Hydrocarbon Exploration and Production</td>
<td>June 1, 2018</td>
</tr>
<tr>
<td>Economics and Technology of the Crude Oil, Natural Gas and LNG Value Chains</td>
<td>September 7, 2018</td>
</tr>
<tr>
<td>Energy Finance</td>
<td>October 5, 2018</td>
</tr>
<tr>
<td>Global Oil &amp; Gas Accounting</td>
<td>November 2, 2018</td>
</tr>
<tr>
<td>Energy, Technology and Policy</td>
<td>November 30, 2018</td>
</tr>
</tbody>
</table>

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.

REQUIREMENTS
- 5 credits (2-day and 3-day classes = 1 credit; 5-day class = 2 credits) are required to complete the certificate
- Participants must take a minimum of 3 of the 4 available Core classes, as well as any 2 additional Elective credits from the catalog
- 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 elective requirements of this certificate

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

CORE COURSES (EARN THREE CREDITS)
- Product Marketing for Technical Professionals = 1 credit
- Mastering Marketing Mix Design = 1 credit
- New Product Marketing = 1 credit
- Strategic Pricing: An Analytic Approach to Maximizing Profits = 1 credit

SUGGESTED ELECTIVES
- Building Engagement: What Leaders Do to Manage Talent & Build Allegiance = 1 credit
- Data Analytics = 1 credit
- Leading Change and Driving Innovative Thinking = 2 credits
- Performance Management and Control = 1 credit
- Predictive Analytics = 1 credit
- Negotiation and Collaborative Decision-Making = 1 credit
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.

**Requirements**
- 6 credits (2-day and 3-day classes = 1 credit; 5-day class = 2 credits) are required to complete the certificate
- Participants must take all 3 of the Core classes, as well as any 3 additional Elective credits from the catalog
- 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 electives of this certificate

**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

**Core Courses (All Required)**

**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.

**Suggested Electives (earn three credits)**

**Supply Chain Foundations** = 1 credit
Learn to understand bottleneck strategy and calculate capacity, the relationship between service and supply chain operations and more.

**Achieving Strategic Decision Quality** = 1 credit
**Leading High Performance Teams** = 1 credit
**Strategic Management** = 1 credit
**Negotiation and Collaborative Decision-Making** = 1 credit
**Leading and Motivating Dispersed Teams** = 1 credit
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.

OVERALL REQUIREMENTS:
- 6 credits (1-day classes = ½ credit, 2-day and 3-day classes = 1 credit; 5-day class = 2 credits) are required to complete the certificate
- Participants must take the required Achieving Strategic Decision Quality class, a minimum of 3 of the 7 available Core classes and may take a maximum of 2 Elective credits from the catalog
- 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

Required Class

ACHIEVING STRATEGIC DECISION QUALITY (REQUIRED CLASS)
APR 16-18, 2018 OR NOV 12-14, 2018
Learn how to frame strategic choices, generate alternatives, develop credible forecasts, quantify uncertainty and judge the quality of a decision at the time it is made.

Core Classes (select at least 3 of 7)

DECISION ANALYSIS AND VALUE OF INFORMATION
NOV 14-16, 2018
Explore the foundations of decision quality and how to use a rigorous analytic framework to make better decisions in your personal and professional life.

BIASES IN DECISION-MAKING
CALL FOR 2018 DATES.
Understand the ways in which your mind, personality, and social structures can degrade your decision-making.

NEGOTIATION AND COLLABORATIVE DECISION-MAKING
FEB 26-28, 2018 OR OCT 3-5, 2018
A hands-on approach to enhancing your negotiation and collaboration capabilities, equipping you to drive better outcomes in challenging one-on-one and multi-party situations.

LEADING STRATEGIC DECISION-MAKING
OCT 1-3, 2018
Achieve success by effectively diagnosing a decision situation, designing a clear approach, facilitating communication, and presenting compelling rationale to key stakeholders.

MODELING FOR STRATEGIC INSIGHT
CALL FOR 2018 DATES.
Create models that answer executives’ questions, produce compelling analyses, and ultimately gain commitment.

VALUE-DRIVEN ENTERPRISE RISK MANAGEMENT
APR 18-20, 2018
Improve strategic decision-making with enhanced forecasting methods and by leveraging scenarios to foster insight.

STRATEGIC INNOVATION AND DESIGN THINKING
FEB 28-MAR 2, 2018
Explore the role of creativity and apply the principles of design thinking to make better decisions. Discover how innovation can power your organization’s strategies and business models.

Suggested Elective Classes (Select up to 2)

DATA ANALYTICS
MAY 7-8, 2018 OR NOV 5-6, 2018
Acquire a solid fundamental understanding of statistical methods, using intuitive graphical approaches to explain and motivate regression and forecasting models.

PREDICTIVE ANALYTICS
MAY 9-10, 2018 OR NOV 7-8, 2018
Evaluate data-driven business intelligence challenges and tools, such as data mining and machine learning techniques.

See website for more details.
Achieving Strategic Decision Quality

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

**APR**
16-18 | 2018

**NOV**
12-14 | 2018

**LOCATION**
AT&T Executive Education and Conference Center

**COST**
$3,495
Fee includes materials, light breakfast, lunch, and snacks.

**FACULTY**
Eric Bickel, PhD  
Associate Professor,  
Cockrell School of Engineering
Bruce Judd, PhD  
Strategic Decisions Group

Biases in Decision-Making

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

“I found the course instruction and the case studies very insightful. The case studies build on each other and provided me with what I found to be real-world application in a classroom setting, with the opportunity for me to learn from mistakes and try new approaches on the next negotiation.”

Jacques McGregor, Senior Director, Strategy & Planning  
Tesoro Refining & Marketing Company

**Call for 2018 dates.**

**LOCATION**
AT&T Executive Education and Conference Center

**COST**
$3,495
Fee includes materials, light breakfast, lunch, and snacks.

**FACULTY**

Art Markman, PhD  
Professor, Psychology Department
Jennifer Meyer, PhD  
Strategic Decisions Group
Carl Spetzler, PhD  
Strategic Decisions Group
Raghunath Rao, PhD  
Assistant Professor, McCombs School of Business
Julie Irwin, PhD  
Professor, McCombs School of Business
Decision Analysis and Value of Information

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

---

**November 14-16 | 2018**

**LOCATION**
AT&T Executive Education and Conference Center

**COST**
$3,495
Fee includes materials, light breakfast, lunch, and snacks.

**FACULTY**
Eric Bickel, PhD
Associate Professor, Cockrell School of Engineering
Jim Dyer, PhD
Professor, McCombs School of Business

---

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

---

**October 1-3 | 2018**

**LOCATION**
AT&T Executive Education and Conference Center

**COST**
$3,495
Fee includes materials, light breakfast, lunch, and snacks.

**FACULTY**
Eric Bickel, PhD
Associate Professor, Cockrell School of Engineering
Modeling 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

"The professors at Texas Executive Education exhibited a high level of knowledge and expertise in their fields. They provided insights into how to solve problems within teams and how to work towards creating a high-performing team. I have been able to directly use the skills taught during the program with my team on a daily basis."

Jason Bloom, Director of Operations, Texas Valve & Fitting Co.

Designing Winning Strategies for Firms Competing in Dynamic Environments

Few terms are used more frequently in business than “strategy,” but in too many companies, it is little more than a slogan that serves no real purpose. Characterize and evaluate your business model based on leading tools for strategic analysis. Understand the logic by which organizational strategy should be developed to achieve competitive advantage and industry disruption. Build an organization consistent with a renewed strategy, prepared for implementation, and poised for future growth.

**BENEFITS**
- Understand how your strategy can enable your company to gain and sustain competitive advantages
- Identify the core characteristics of a strong corporate strategy
- Benchmark the quality of your strategy relative to the strategies of well-known companies
- Translate key strategic objectives into organizational reality
- Create a sustainable competitive advantage and position your company for maximum results
- Discuss when and how to renew your competitive advantage
- Design your business model to feature a clear competitive strategy
- Discuss common mistakes in innovation strategies
- Respond rapidly to a disruptive business model
- Build an organizational structure that can efficiently and effectively implement your company’s strategy
- Rate your organization as a yesterday, or tomorrow, organization

"The professors at Texas Executive Education exhibited a high level of knowledge and expertise in their fields. They provided insights into how to solve problems within teams and how to work towards creating a high-performing team. I have been able to directly use the skills taught during the program with my team on a daily basis."

Jason Bloom, Director of Operations, Texas Valve & Fitting Co.

**SPECIAL FEATURE**
Give your strategy wings. Prior classes have taken a trip to iFLY Austin, the first indoor skydiving facility in Texas, where they heard about the mission and rapid-growth strategy of iFLY Austin from one of their executives. They also had the opportunity to experience their business for themselves as you took flight in the tunnel. Back on campus, they discussed the iFLY strategy and how it relates to their organizations’ strategy for growth.
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?

DURING THIS PROGRAM YOU WILL LEARN TO:
• 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

Everything you ever wanted to know about mergers and acquisitions, even if you aren’t planning to merge, acquire, or be acquired! More information on this exciting new program will be available in early 2018 – please check back in on the Texas Executive Education website at https://www.mccombs.utexas.edu/execed for the latest details.

COMING SOON
Call for 2018 dates.

LOCATION
AT&T Executive Education and Conference Center

COST
$7,600
Fee includes materials, light breakfast, lunch, snacks and select dinners.

FACULTY
Ken Wiles, PhD
Clinical Associate Professor
Xavier Sztejnberg, MBA
Lecturer, McCombs School of Business

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

MAY
15-16 | 2018

.locations
AT&T Executive Education and Conference Center

COST
$2,950
Fee includes materials, light breakfast, lunch, and snacks.

FACULTY
Rob Adams, PhD
Director of Texas Venture Labs; Lecturer, McCombs School of Business
Steve Courter, MBA
Lecturer, McCombs School of Business

“The course was extremely well-presented. The instructors were engaging and brought real-world experience to the discussions that made it easy for attendees to tie the concepts to concrete applications. I was able to apply many of the ideas to our operation immediately upon my return from the course. I recommend the course highly to my colleagues and others seeking to better understand the role of strategy in management.”

M.J., Automotive Research Industry
**Strategic Pricing**

Approach pricing as a strategic asset by implementing a combination of intelligent pricing policies and creative thinking. Pricing is the crucial driver of revenue and profitability. Everything in marketing ultimately boils down to price. Yet most firms lack confidence in their pricing, taking the pricing status quo as “given.” Develop a framework that relies upon “smart pricing” to allow managers to integrate different tools, ideas and techniques to create value. With a special emphasis on B2B markets, the class brings together analytical insights to generate a “toolkit” that can be used to answer important questions including how to customize prices, how to get the most out of price negotiations with customers, and how to develop the right response to a price war.

**BENEFITS**
- Apply pricing tools to understand demand sensitivity and competitive reactions
- Create value through price customization using segmentation and targeting
- Recognize when to use pricing formats like non-linear pricing, promotions, bundling, and versioning
- Create value and manage capacity using dynamic pricing
- Discuss the impact of behavioral biases on pricing
- Develop and apply technological tools in an organization-wide system for smart pricing
- Avoid common pricing mistakes
- Price with confidence

---

**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

---

**SPECIAL FEATURE**

Do you have the perfect pitch? Do you think it’s only necessary for those running startup companies? Regardless of our background and profession, we all have to “pitch” our ideas. Whatever the reason to pitch, we can learn from the ways startups approach pitching. 3 Day Startup (3DS) will present a session at Capital Factory, located in Austin’s downtown innovation zone. You will discover how the startup approach to pitching can be useful in corporate and other contexts. Drawing on the ideas presented, you will then create, deliver and receive feedback on your pitch.

---

**Leadership & Management**

**Strategic Pricing**

Call for 2018 dates.

**LOCATION**
AT&T Executive Education and Conference Center

**COST**
$2,950
Fee includes materials, light breakfast, lunch, and snacks.

**FACULTY**
Ben Bentzin, MBA
Lecturer, McCombs School of Business
Raghunath Rao, PhD
Assistant Professor, McCombs School of Business

---

**Advocacy, Influence and Power**

**LOCATION**
AT&T Executive Education and Conference Center

**COST**
$7,600
Fee includes materials, light breakfast, lunch, snacks and select dinners.

**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
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

**APR**
12-13 | 2018

**NOV**
1-2 | 2018

**LOCATION**
AT&T Executive Education and Conference Center

**COST**
$2,950 Fee includes materials, light breakfast, lunch, and snacks.

**FACULTY**
John A. Daly, PhD
Professor, Moody College of Communication and McCombs School of Business
Doug Dierking, PhD
Senior Lecturer, McCombs School of Business

“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

**JUN**
26-27 | 2018

**NOV**
29-30 | 2018

**LOCATION**
AT&T Executive Education and Conference Center

**COST**
$2,950 Fee includes materials, light breakfast, lunch, and snacks.

**FACULTY**
Caroline Bartel, PhD
Associate Professor, McCombs School of Business
John A. Daly, PhD
Professor, Moody College of Communication and McCombs School of Business
Deidre B. Mendez, PhD
Associate Director, Center for Global Business, McCombs School of Business
Leading Change and Driving Innovative Thinking

Capitalize on change as an opportunity, while embracing transition as a catalyst for innovative thinking. Adapt to evolving competitive conditions and adjust to market shifts by fostering an innovative culture within your organization.

Identify and seize opportunities as they arise. Equip your people to take risks and tackle new challenges. Develop a blend of leadership skills and political savvy required to lead your organization through periods of change and foster an innovative culture. Construct a comprehensive toolkit for visioning, creating opportunities, crafting your messages, and responding to resistance, helping you to succeed where others fail.

**BENEFITS**
- Develop leadership competencies around innovation and change management
- Determine where changes are needed and where opportunities present themselves
- Analyze how power and authority affect employees’ desire to change
- Shape and reshape organizational culture to promote innovation
- Assess your current culture, and use it to frame pending challenges and opportunities
- Spur innovation by identifying and removing key barriers to change
- Drive creativity and ideation in individuals and teams
- Anticipate and prepare for organizational politics
- Implement creativity tools and design thinking to expand opportunities

**FEB**
- **5-9 | 2018**

**OCT**
- **8-12 | 2018**

**LOCATION**
AT&T Executive Education and Conference Center

**COST**
$7,600
Fee includes materials, light breakfast, lunch, snacks and select dinners.

**FACULTY**
Ethan Burris, PhD
Associate Professor, McCombs School of Business
John A. Daly, PhD
Professor, Moody College of Communication and McCombs School of Business
Luis Martins, PhD
Professor, McCombs School of Business

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

**MAR**
- **26-27 | 2018**

**SEP**
- **27-28 | 2018**

**LOCATION**
AT&T Executive Education and Conference Center

**COST**
$2,950
Fee includes materials, light breakfast, lunch, and snacks.

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

“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.”

Jill Bonnell, Operations Manager, Swagelok, Inc.
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

**LOCATION**
AT&T Executive Education and Conference Center

**COST**
$7,600
Fee includes materials, light breakfast, lunch, and snacks.

**FACULTY**
Caroline Bartel, PhD
Associate Professor, McCombs School of Business

Ethan Burris, PhD
Associate Professor, McCombs School of Business

Luis Martins, PhD
Professor, McCombs School of Business

**FEB 26-28 | 2018**

**OCT 3-5 | 2018**

**FEB 26-28 | 2018**

**OCT 3-5 | 2018**
New Product Marketing

What distinguishes winners from losers? Just because your organization can develop and offer a new product or service does not mean that it should. Successful product launches have gone through a rigorous process and answered the hard strategic marketing questions: Who is the customer? What problem am I solving for them? How big is this market? How quickly is it growing?

Before you launch another new offering or a whole new business, explore with us the key marketing concepts, methods, and strategic issues relevant to going to market with a new innovation and turn ideas into profitable finished products.

**BENEFITS**
- Conduct an opportunity analysis for your new product or service
- Discover the difference in positioning for incremental products and breakthrough products
- Identify the required coordination between creating value and delivery value
- Analyze how to move from market alignment to market creation
- Go beyond demographics and develop your approach to needs-based segmentation
- Apply customer insights to the marketing of innovative products
- Examine how to drive an innovation past the chasm between early and mainstream adoption
- Focus on communicating the “whole” solution you are providing
- Determine whether your pricing strategy will be effective for your new product
- Recognize the importance of creating a process for customer development
- Develop a positioning for your product or service that truly resonates with your customer

**LOCATION**
AT&T Executive Education and Conference Center

**COST**
$2,950
Fee includes materials, light breakfast, lunch, and snacks.

**FACULTY**
Ben Bentzin, MBA
Lecturer, McCombs School of Business
Kapil Jain, PhD
Senior Lecturer, McCombs School of Business

**MARKETING**

"Texas Executive Education delivered an exceptional continuing education experience. The professors were outstanding and I had the opportunity to network with highly accomplished colleagues from various industries. I highly recommend Texas Executive Education to anyone who wants to continue to develop professionally/personally."

Ana Merz, Federal Account Executive, AbbVie
**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

**FEB 15-16 | 2018**

**LOCATION**
AT&T Executive Education and Conference Center

**COST**
$7,600
Fee includes materials, light breakfast, lunch, and snacks.

**FACULTY**
Eric Hirst, PhD  
Professor, McCombs School of Business  
James A. Nolen, MBA  
Distinguished Senior Lecturer, McCombs School of Business

**MARKETING**

**Product Marketing for Technical Professionals**

Has your technical expertise landed you a role in the marketing department of your organization? If so, you may feel as if you are learning a new language filled with Ps and Cs that you haven’t been formally trained to incorporate into your decisions.

Your marketing department is expected to launch new products while maintaining or increasing the performance of existing products, and all of this must be done with limited budgets and pressure to increase profits.

As a technical professional, you have expertise in the technical development of products and services, but is this enough? Developing a winning marketing strategy for your product requires a shift in focus to the nature of the customer’s problem—and how your product or service solves that problem better or differently than the competition. This course addresses the fundamentals of marketing strategy and how they can be used to help achieve your sales and profit objectives.

**BENEFITS**
- Identify unmet customer needs and define your market
- Select target segments to focus efforts on high-value customers
- Define your positioning statement based on differentiation
- Determine a compelling value proposition and its implications for the marketing mix
- Develop marketing mix strategies (Pricing, Product, Promotion/Communications, Place/Distribution) based on where your products are in the product life cycle
- Understand the balance between customer acquisition, retention, and lifetime value

**FEB 19-23 | 2018**

**LOCATION**
AT&T Executive Education and Conference Center

**COST**
$2,950  
Fee includes materials, light breakfast, lunch, and snacks.

**FACULTY**
Kapil Jain, PhD  
Senior Lecturer, McCombs School of Business  
Kate Mackie, PhD  
Distinguished Senior Lecturer, McCombs School of Business

“**The professors here were excellent. They were lively, they kept the class interesting. They used real-world examples and their experiences to bring their message to the class. They had several very, very good group exercises that engaged us and made us think.**”  
Ronald Reinhard, Director of Software Engineering, Southwest Research Institute
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. 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. 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

**APR 23-27 | 2018**

**NOV 12-16 | 2018**

**LOCATION**
AT&T Executive Education and Conference Center

**COST**
$7,600
Fee includes materials, light breakfast, lunch, snacks, and select dinners.

**FACULTY**
Brian Lendecky, CPA
Senior Lecturer, McCombs School of Business

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

Performance Management and Control

Analyze fundamental performance management and control systems, including structured measurement models, analytical techniques, and system biases. Establish a firm grounding in proven measurement techniques while also addressing cost-benefit issues. Employ better performance measurement systems, challenging ineffective or inefficient metrics, and create a culture of planning, execution, and accountability.

**BENEFITS**
- Identify the elements of an effective performance management and control system
- Evaluate the output of systems that report cost and profitability performance in a moderately complex operation
- Implement a system of strategic and operational control including belief, boundary, diagnostics, and interactive controls
- Describe the operation of an effective master budgeting system
- Analyze and interpret budget-actual variances and assess responsibility for them
- Design a balanced scorecard performance management system for a business unit

**JUN 19-20 | 2018**

**DEC 11-12 | 2018**

**LOCATION**
AT&T Executive Education and Conference Center

**COST**
$2,950
Fee includes materials, light breakfast, lunch, and snacks.

**FACULTY**
Brian Lendecky, CPA
Senior Lecturer, McCombs School of Business

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

"What I've learned at Texas Executive Education has really helped me to become a better leader, a more attentive leader, and I think a better manager for my team and my business. It’s helped me to understand a lot of the nuances that maybe I didn’t pick up in my undergraduate education and really apply a lot of the theory to real life situations that I encounter each and every day."

Warren Sisson, Sales Center Vice President, AT&T Services Inc.
Predictive Analytics

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

LOCATION
AT&T Executive Education and Conference Center

COST
$2,950
Fee includes materials, light breakfast, lunch, and snacks.

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

"This course was very interesting and the right mix of theory and practice. The real cases and practical components were very useful."
Gabriela Alcala Murga, Data Product Analyst, Facebook

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

LOCATION
AT&T Executive Education and Conference Center

COST
$2,950
Fee includes materials, light breakfast, lunch, and snacks.

FACULTY
Tom Sager, PhD
Professor, McCombs School of Business

Tom Shively, PhD
Professor, McCombs School of Business

"The range of diversity in experience levels and industries represented created a highly engaging learning environment. You will discuss big data problems and innovations with your classmates and professors. I found several new ways of looking at old problems and started working on them before the training ended. These classes are highly recommended for anyone who likes to innovate and is interested in changing the future of business.”
Dennis Winters, Director of CVD and Metals, Samsung

"This course was very interesting and the right mix of theory and practice. The real cases and practical components were very useful."
Gabriela Alcala Murga, Data Product Analyst, Facebook

BUSINESS ANALYTICS

MAY
7-8 | 2018

NOV
5-6 | 2018

MAY
9-10 | 2018

NOV
7-8 | 2018

BUSINESS ANALYTICS

MAY
7-8 | 2018

NOV
5-6 | 2018

MAY
9-10 | 2018

NOV
7-8 | 2018

BUSINESS ANALYTICS
CUSTOM PROGRAMS FOR BUSINESS IMPACT

Transformative learning solutions designed to the challenges you face.

WHY CUSTOMIZED EDUCATION

- Builds organizational capabilities
- Transforms your organization to achieve sustainable results
- Leverages the vast resources of a world-class university, from Business to Engineering to Sciences; from Health Care to Communication & Education
- Operates on a global scale—we teach worldwide, wherever you are

HOW IT IMPACTS YOUR ORGANIZATION

- Develops leaders by building perspective and fortifying strategic thinking
- Engages you as a partner to explore your needs, develop strategic education, and teach you how to apply what you’ve learned
- Immerses attendees in a learning environment driven by case studies, exercises, simulations, and projects

WHEN CUSTOM PROGRAMS ARE THE RIGHT SOLUTION

- Fosters leadership acumen and enriches management capabilities
- Accelerates the development of your high potentials
- Enhances the business perspective of technical professionals in new management roles
- Prepares for next generation hand-over
- Deploys your vision, values and culture worldwide and across divisions

---

<table>
<thead>
<tr>
<th>CUSTOM PROGRAMS</th>
<th>DISTINGUISHED AND SATISFIED CLIENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>#2 85% 95%</td>
<td>Worldwide for Client Follow-Up</td>
</tr>
<tr>
<td>#7 6 15</td>
<td>Financial Times</td>
</tr>
<tr>
<td>#2</td>
<td>U.S. Ranking for Custom Executive Programs</td>
</tr>
<tr>
<td>#6</td>
<td>U.S. Preferred for Executive Education</td>
</tr>
<tr>
<td>#15</td>
<td>Worldwide Ranking for Custom Executive Programs</td>
</tr>
</tbody>
</table>

HOW TEXAS EXECUTIVE EDUCATION WORKS WITH YOU

<table>
<thead>
<tr>
<th>GET TO KNOW YOU</th>
<th>DESIGN YOUR PROGRAM</th>
<th>DELIVER YOUR PROGRAM</th>
<th>APPLY YOUR PROGRAM</th>
<th>EVALUATE YOUR PROGRAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Understand goals and gaps (interviews, competency mapping, 360 surveys)</td>
<td>• Select best faculty to deliver on learning objectives</td>
<td>• Utilize range of methodologies (cases, simulations, exercises, experiential learning)</td>
<td>• Implementation follow-up</td>
<td>• 30-, 60- and 90-day follow-up surveys and interviews</td>
</tr>
<tr>
<td>• Review key corporate data</td>
<td>• Ongoing client review and input</td>
<td>• Build teamwork in addition to delivering content</td>
<td>• Coaching</td>
<td>• Client reviews</td>
</tr>
<tr>
<td>• Refine learning objectives</td>
<td>• Integrate content, delivery and strategic intent</td>
<td>• Deliver world-class learning environment for student success</td>
<td>• Action learning projects</td>
<td>• Financial return on investment</td>
</tr>
</tbody>
</table>

WE REACH ACROSS THE UNIVERSITY OF TEXAS AT AUSTIN CAMPUS TO SERVE INDUSTRIES SUCH AS:

- Automotive
- Construction and Heavy Equipment
- Consumer Products
- Education
- Energy
- Financial Services and Insurance
- Food
- Health Care
- Manufacturing
- Military and Government
- Pharmaceuticals
- Real Estate
- Retail
- Software
- Technology
- Transportation
Capital on your strengths.  
Fill in your gaps.

Do you have the business savvy and professional acumen it takes to rise above the competition? Are you as effective and relevant in today’s marketplace as you can be and will you continue developing as a successful business leader? How will you make your team or organization even more competitive in the future?

OUR INTERACTIVE COMPETENCY MAP:

- Provides a structured framework for professional self-assessment
- Clarifies strengths and possible knowledge gaps
- Identifies specific, actionable professional development steps to bridge those gaps
- Emails the results to you for future reference

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

Visit our website to begin today:  
www.mccombs.utexas.edu/execed/competency-map

Our experiential approach to learning allows for practical application of theories as well as in-depth exploration of the latest thinking across a wide variety of functional areas.

Our smaller class sizes promote engagement with faculty and business leaders as well as the formulation of meaningful relationships with other participants.

Our nimble organization allows for customized class material based on the needs, backgrounds, and experiences of the participants, meaning you will go back to work with tools tailored to tackle your specific business challenges.
Countless opportunities, one smart location.

Power up your meetings at the leading-edge AT&T Executive Education and Conference Center. Located on the south end of campus, the center offers direct access to all 40 acres of campus and walking-distance proximity to the Texas State Capitol and all the entertainment and culture of downtown Austin.

The center encompasses 40,000 square feet of meeting and function space, including modern, technology-rich classrooms where participants attend class sessions. When you book your meetings at the conference center, you have access to one-of-a-kind benefits that can make your sessions smarter.

Transform your meetings into a deeper, more rewarding experience by tapping into:

TIER-1 UNIVERSITY RESOURCES
• Take advantage of executive coaching and mentoring solutions
• Gain access to a tremendous talent pool for recruiting
• Explore Austin as the premiere innovation hub of the southwestern United States

WORLD-CLASS PROFESSIONAL DEVELOPMENT
• Get smarter with a class on the days before or after your meeting
• Gain a new perspective and exchange ideas with peers from various companies and industries
• Collaborate with leading industry researchers and practitioners through interactive classes
• Apply what you learn to your own organization on day one

RENOVED INDUSTRY GUEST SPEAKERS
• Gain insight into the latest research and trends in your industry from the researchers themselves
• Understand how the speaker’s practical industry experience informs their research
• Discover upcoming executive education classes featuring your event’s speaker

For more information about the AT&T Executive Education and Conference Center, visit meetatexas.com/meetings.

TEXAS EXECUTIVE EDUCATION CONTACTS

For Open Enrollment and Certificate Programs:
Lynn Slattery
Phone: 512-471-5893
lynn.slattery@mccombs.utexas.edu

To register for a class:
Online: www.TxExecEd.com/2018
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

CORPORATE PARTNERSHIPS
You and your employees gain preferred access with group rates to Open Enrollment classes or can be used to supplement Custom Programs, allowing your team to take additional classes that have the most interest or value to them.

TEAM DISCOUNTS
A 10 percent discount is available to teams of three or more participants from the same organization who register for the same Open Enrollment program.

ALUMNI DISCOUNT
Discounts are available for alumni of The University of Texas at Austin. Please call for details.

GOVERNMENT DISCOUNT
Government discounts are available; please call for additional information.

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.
Texas Executive Education

As people progress in their careers, they often struggle to take on new responsibilities for which they were never formally prepared. Our world-class faculty deliver two- to five-day classes to quickly equip working professionals with the knowledge they need to successfully thrive in business where others may fail.

(512) 471-5893
www.TxExecEd.com/2018