Go ahead. Open it.
What’s being said about Texas Executive Education Programs?

“Great campus. Great faculty. Just a great program altogether. In my position, I get the opportunity to see a lot of different programs, and what you have here at UT is just a tremendous executive education experience.”

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

“Across the board, Texas Executive Education exceeded my company’s and my own expectations. The caliber and expertise of the professors, the quality of the program, and the content of the lessons were all exceptional and greatly increased the value of the education we received.”

-Jimmy Hock, Operations Enablement
HP

“One of my favorite parts is there’s a wide variety of industries represented in the class. The people that come here – the aptitude and capabilities that they have is refreshing, and you learn a lot from each other as well as from the faculty themselves.”

-Garry Morehead, Plant Manager
Shell Oil Product – U.S.
Texas Executive Education provides education and leadership development solutions to organizations and individuals seeking to further their knowledge and advance their careers. These graduate-level, non-degree programs, led by world-class faculty in a highly-interactive learning environment, provide professionals with the knowledge, connections and expertise to lead, think strategically, and manage change.

RESOURCES FOR INDIVIDUALS

We offer our classes in a high-impact, interactive learning environment, and our top-tier faculty deliver you 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.

Our Open Enrollment classes are designed to help working professionals, leaders and managers, like you, navigate the challenges and changes in your career by offering powerful new perspectives while strengthening your individual leadership.

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

All Texas Executive Education programs offer an ideal blend of the academic and professional worlds from top-tier UT-Austin professors, with real-world business savvy cultivated through years of proven experience in the corporate sphere.

RESOURCES FOR ORGANIZATIONS

Make your organization increasingly competitive and profitable with Custom Programs specifically designed to target your needs and achieve your company’s objectives. Take advantage of our Corporate Partnership Program to give your organization preferred access and group rates for our Open Enrollment and Certificate offerings.

Any of our classes may be taken independently or as part of a Certificate.

CERTIFICATE PROGRAMS

Managerial Leadership Certificate (MLC) ............................................................................................................. p.2
Executive Leadership Certificate (ELC) ...................................................................................................................... p.3
Energy Certificate ....................................................................................................................................................... p.4
Supply Chain Management Certificate (SCMC) ........................................................................................................... p.5
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Spring 2016 - Fall 2016 Open Enrollment Calendar
Texas Executive Education

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Marketing Certificate (MC) .................................................................................... p.6
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.

The Managerial Leadership Certificate requires 6 credits (2-day class = 1 credit; 5-day class = 2 credits). The sessions may be taken in any order, and participants have two years to complete the requirements. All two- and 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, Gult West
Executive Leadership Certificate (ELC)

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.

The Executive Leadership Certificate is an advanced certificate to be completed after completing your Managerial Leadership Certificate, Marketing Certificate or Supply Chain Management Certificate. Earn 6 additional credits (2-day class = 1 credit; 5-day class = 2 credits) to complete this certificate. The sessions may be taken in any order, and participants have two years to complete the requirements. All two- and 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

“In today’s challenging economic environment, many companies are rethinking their leadership development and business training programs. Texas Executive Education has delivered on an exceptional alternative to an Executive MBA Program. The multiple business certificate programs offered by Texas Executive Education at the McCombs School of Business allow for cost-effective business leadership development while still focusing on the important and necessary core concepts. The professors are engaging and real-life focused. Utilization of computer simulated models makes the material very discernible while applying the subject matter in easy to understand business scenarios. I have also utilized several negotiation tactics demonstrated in class that have better prepared my team for highly successful outcomes in various business scenarios. Texas Executive Education has hit a homerun with these executive business classes!”
- 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.

**BENEFITS**

- Understand the economics of the industry
- Conduct basic valuation of energy assets and corporations including the valuation of capital investments such as oil fields, pipelines and storage facilities
- Discover how financing choices and discounted cash flows affect valuation
- Review key value chain economic and business features
- Learn how technology and technological innovation impact the value chain
- Leverage information from futures/option prices to make optimal decisions
- Realize the impact of economic/financial/geopolitical events on implied volatilities
- Discover hidden value creation potential in your firm that could make it attractive to private equity investors
- Use economic models to incorporate risk into decision making
- Learn how to use options to enhance economic value and to manage project risks
- Learn how to manage relationships with external stakeholders
- Understand how competition and antitrust rules apply to newly-competitive energy markets

**PROGRAMS INCLUDE**

<table>
<thead>
<tr>
<th>Program</th>
<th>Date</th>
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<tbody>
<tr>
<td>Business Valuation</td>
<td>April 15, 2016</td>
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<tr>
<td>Decision and Risk Analysis in Hydrocarbon Exploration and Production</td>
<td>June 3, 2016</td>
</tr>
<tr>
<td>Economics &amp; Technology of the Crude Oil, Natural Gas and LNG Value Chains</td>
<td>September 9, 2016</td>
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<tr>
<td>Energy Finance</td>
<td>October 14, 2016</td>
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<tr>
<td>Global Oil and Gas Accounting and Contracting Procedures</td>
<td>November 11, 2016</td>
</tr>
<tr>
<td>Managing External Stakeholder Relationships</td>
<td>February 2017</td>
</tr>
<tr>
<td>Economics &amp; Technology of the Electric Power Value Chain</td>
<td>March 2017</td>
</tr>
</tbody>
</table>

**Where:**
The Houstonian Hotel  
111 North Post Oak Lane  
Houston, TX 77024
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.

Earning a Supply Chain Management Certificate requires completion of four core credits and two elective credits. The classes may be taken in any order, and participants have two years to complete the requirements.

**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)**

<table>
<thead>
<tr>
<th>Course</th>
<th>Date</th>
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<tbody>
<tr>
<td>Supply Chain Risk</td>
<td>April 28-29, 2016</td>
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<tr>
<td>and Logistics</td>
<td></td>
</tr>
<tr>
<td>Supply Chain Procurement and Sourcing</td>
<td>November 17-18, 2016</td>
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</tbody>
</table>

**ELECTIVES (EARN TWO CREDITS)**

- Driving Strategic Business Decisions = 2 credits
- Leading High Performance Teams = 1 credit
- Strategic Management = 1 credit
- The Art and Science of Effective Negotiation = 1 credit
- Virtual Leadership: Leading Dispersed Teams = 1 credit
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.

Earning a Marketing Certificate requires completion of three core course credits and two elective credits. The classes may be taken in any order, and participants have two years to complete the requirements.

**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 marketplace
- 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)**

- Customer-Centric Marketing = 1 credit
- Driving Business Performance Through Marketing = 1 credit
- Marketing of Innovations = 1 credit
- Market Validation = 1 credit
- Strategic Pricing: An Analytic Approach to Maximizing Profits = 1 credit

**ELECTIVES (EARN TWO CREDITS)**

- 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
- The Art and Science of Effective Negotiation = 1 credit
The CIO Leadership Institute is an advanced leadership academy dedicated to the needs of high potentials within IT. This program offers an innovative curriculum that blends the theory and practice of effective leadership into a highly interactive learning experience. The curriculum is designed by a leadership board of practicing CIOs and will be taught by Fortune 1000 CIOs and top-ranked faculty from the McCombs School of Business at The University of Texas at Austin.

LEADERSHIP BOARD AND PAST SPEAKERS INCLUDE

• Baker Hughes Incorporated: Archie Deskus, VP & CIO
• Chevron Corporation: Bill Braun, CIO & President, ITC
• Energy Future Holdings: Kevin Chase, SVP & CIO
• The University of Texas at Austin: Dr. Prabhudev Konana, Dr. Gaylen Paulson, Dr. John Daly, and Dr. Art Markman
• Waste Corporation: Antonio Marin, VP & IT

The Leadership Institute’s three-day programs include interactive sessions in multiple disciplines. Each session is followed by the opportunity to have open discussions among participants, industry speakers and faculty.

Where: AT&T Executive Education and Conference Center, Austin, Texas
When: November 15-17, 2016
Visit our website or contact us to apply.
The CISO Institute is an intensive three-day leadership development program created in partnership between enterprise-level CISOs and faculty from America’s top-ranked business schools. This program features an innovative curriculum that blends theory and practice, presented by faculty and executives who are dedicated to mentoring future information security executives. Designed for high-potential information security executives, the program will stimulate critical thinking, provide tactical and strategic tools and implement essential skills necessary for information security executives to take on the next level of leadership.

**LEADERSHIP BOARD AND PAST SPEAKERS INCLUDE**

- Dr. Pepper Snapple Group: Scott Bonneau, *VP, IT*
- Harley-Davidson Financial Services Inc.: Alex Nehlebaeff, *Corporate Information Security Manager*
- Johnson Space Center: Charles Layton, *CISO*
- SecureMindset: Ed Pagett, *Founder*
- Texas.gov: Timothy Virtue, *CISO*
- The University of Texas at Austin: Dr. Gaylen Paulson, Dr. John Daly, Dr. Art Markman, Prof. Steve Courter and Dr. Huseyin Tanriverdi

The Leadership Institute’s three-day programs include interactive sessions in multiple disciplines. Each session is followed by the opportunity to have open discussions among participants, industry speakers and faculty.

**Where:** AT&T Executive Education and Conference Center, Austin, Texas

**When:** Fall 2016

Visit our website or contact us to apply.

**Sponsorship opportunities for the Texas CISO Institute are still available.**

If you are interested in sponsoring this program, please contact Lynn Slattery at (512) 232-9462.
Designed for those individuals and groups who don’t operate with a finish line. Modern Executives who not only ascend the corporate ladder, but also add their own rungs at the top. Constantly learning, growing, and enriching. Business people who don’t look for easy answers, but have a constantly evolving set of tools that they use to solve problems, and who develop solutions to help their teams and companies grow.

Texas Executive Education is proud to announce The Modern Executive Series. This collection of five-day classes will challenge even the most adept business minds while sharpening their already formidable skill sets. Advanced programs will give attendees the opportunity to engage not only McCombs School of Business faculty but also other industry elites—all set in the innovation-rich environment of Austin, Texas. Classes enrolling now. For more information, visit our website at: www.mccombs.utexas.edu/execed/modern-executive

Includes classes in:

- Leadership & Influence
- Strategy
- Finance
Modern Executive Series

Class Enhancements

The Modern Executive Series classes are more than just classes—they are experiences. Whether you’re looking to engage with industry experts, broaden your mind, or simply get a new perspective, these courses have unique and memorable additions designed to leave an impact. Beyond the regular course content (see page 12), these classes include such extra content as:

**Finance and Accounting for Non-Financial Managers**

**June 6-10, 2016 or October 10-14, 2016**

Experience the details of the Enron scandal from the perspective of an employee who worked for the energy giant. Brian Cruver, author of *Anatomy of Greed*, the book that inspired the movie *The Crooked E: The Unshredded Truth About Enron*, will present a keynote at the Finance and Accounting for Non-Financial Managers course. Brian will share some of his Enron stories and illustrate how accounting and ethics intersect. He will also discuss how accounting and finance helps you raise capital and present your performance to a venture-backed board, based on his current role as CEO for Alert Media Inc. and previous role as CEO for Xenex Healthcare Services LLC. He will also field questions about his experiences before, during and after Enron.

**Designing Winning Strategies**

**April 18-22, 2016 or October 17-21, 2016**

Give your strategy wings when you take flight at the Designing Winning Strategies for Advantage and Growth program. Illustrating one organization’s strategy for growth and expansion, your class will take a trip to **iFly Austin, the first indoor skydiving facility in Texas**. You will hear about the mission and rapid growth strategy of iFly Austin from one of their executives. Then you’ll have the opportunity to experience their business for yourself as you fly in their tunnel, which uses the most advanced wind tunnel technology in the world. Back on campus, you’ll have the opportunity to discuss the iFly strategy and how it relates to your organization’s strategy for growth.
Advocacy, Influence and Power

May 2-6, 2016 or September 19-23, 2016

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. Maybe it’s to get approval for the financing of your project, or maybe it’s to convince others to join your team. 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. After, you will tour Capital Factory, a business incubator where entrepreneurs have been connecting with investors, talent and customers since 2009.

Driving Strategic Business Decisions

July 18-22, 2016 or November 28-December 2, 2016

Do you ever wonder what exactly is going on in the brain of your boss, a colleague, a business partner? Ever think to yourself, “why did they make that decision?” or “how did they decide that was the best course of action?” or even “what will make them decide to agree with my plan?” We may not be able to solve all the mysteries but we can shed some light on the way their brains are working. You’ll visit the KUT studios on the UT campus and hear from Dr. Art Markman and Dr. Bob Duke. Each week on Two Guys on Your Head, the two renowned psychologists cover everything from the effects of sugar on the brain to what’s happening in our minds while we sleep, and much, much more. Their session will explore different aspects of human behavior and the brain and provide some insight into how we make decisions that can help us better understand ourselves and those around us.

*Enhancements are unique to each class instance and may vary depending on class date.
ADVOCACY, INFLUENCE AND POWER

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

DESIGNING WINNING STRATEGIES FOR ADVANTAGE AND GROWTH

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 with increased emphasis on innovation and speed.

FINANCE AND ACCOUNTING FOR NON-FINANCIAL MANAGERS

Apply analytic 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.

LEADING CHANGE AND DRIVING INNOVATIVE THINKING

Identify and seize opportunities. Equip your team 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.

DRIVING STRATEGIC BUSINESS DECISIONS

Achieve long-term goals by developing a strategy based on sound decision making tools. Recognize alternatives and their associated risks to quickly react to changes in industry and market conditions. Develop techniques for making complex business decisions with real-word applications. Implement strategies for making and carrying out decisions that will have a significant impact on your organization.

FINANCIAL STRATEGIES FOR VALUE CREATION

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. Implement learnings in a comprehensive simulation that puts you in charge of every aspect of a hypothetical company’s business.
Designing Winning Strategies for Advantage and Growth

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 a winning strategy enables companies 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 a winning business model featuring a clear competitive strategy
- Discuss common mistakes in innovation strategies
- Improve your organization’s strategic innovation potential
- 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

FACULTY

Isaac Barchas, Director, Austin Technology Incubator
James W. Fredrickson, Ph.D., Professor, McCombs School of Business
Luis Martins, Ph.D., Associate Professor, McCombs School of Business
Violina Rindova, Ph.D., Professor, McCombs School of Business
**Driving Strategic Business Decisions**

Enhance your decision making and generate growth in your business by leveraging the dynamic decision process used by leading global corporations. Achieve your long-term goals by developing a strategy based on sound decision making tools. Recognize alternatives and their associated risk factors to quickly react to changes in industry and market conditions. Develop techniques for making complex business decisions with real-word applications for R&D projects, new products, new ventures, and more. Implement strategies for making and carrying out decisions that will have a significant impact on your organization.

**BENEFITS**

- Break down problems for analysis
- Implement methods for structuring and modeling decisions
- Improve forecasts using ranges and probabilities
- Structure and evaluate decision trees to determine the best alternative
- Build risk management strategies into your organization
- Identify and manage strategic and external risks by foreseeing best and worst case scenarios
- Manage differences in shareholder and stakeholder viewpoints
- Communicate results to highlight the value of the strategy
- Judge the quality of the decision without having to wait to observe its outcome

**FACULTY**

Eric Bickel, Ph.D., *Associate Professor, Cockrell School of Engineering*
Jim Dyer, Ph.D., *Professor, McCombs School of Business*

“Making good decisions amidst complex arrays of sometimes contradictory business data can be extremely difficult, and this class teaches methods to provide greater insight and better decisions in those situations. The professors were very insightful and had personal experience with actual business applications, ensuring we understood both the theoretical foundation for the concepts, as well as practically how to apply them. I brought the techniques back to work and was able to immediately begin putting them into practice, as well as even for significant personal decisions!”

-Jim Wright, PhD, Program Management Executive, Aerospace Prime Contractor
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

FACULTY

Rob Adams, Ph.D., Director of Texas Venture Labs; Lecturer, McCombs School of Business
Steve Courter, 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: An Analytic Approach to Maximizing Profits

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

FACULTY

Ben Bentzin, MBA, Lecturer, McCombs School of Business
Raghunath Rao, Ph.D., Assistant Professor, McCombs School of Business
**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. 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 your personal branding strategy
- Construct and deliver persuasive messages that work in any context
- Gain support from your alliances and networks while generating loyalty and commitment from colleagues
- Inspire alignment throughout your organization to reach common goals
- Construct narratives and stories to deliver a message
- Eliminate bottlenecks and barriers to good ideas
- Analyze situations and tailor your messages to motivate different audiences
- Expand your ability to diagnose the sources of power in your organization
- Improve communication channels to leverage employee knowledge at every level
- Effectively persuade others in meetings

**FACULTY**

Ethan Burris, Ph.D., Associate Professor, McCombs School of Business  
John A. Daly, Ph.D., Professor, Moody College of Communication and McCombs School of Business  
Sharon Jarvis, Ph.D., Associate Professor, Moody College of Communication  
Gaylen D. Paulson, Ph.D., Associate Dean and Director, Texas Executive Education

**Special Feature:**
To enhance program learning, participants will receive a complimentary copy of *Advocacy: Championing Ideas and Influencing Others* by Dr. John Daly, Liddell Professor of Communication, TCB Professor of Management, and University Distinguished Teaching Professor at The University of Texas at Austin.
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 co-workers. 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

FACULTY

John A. Daly, Ph.D., Professor, Moody College of Communication and McCombs School of Business
Doug Dierking, Ph.D., Senior Lecturer, McCombs School of Business

“Texas Executive Education has created an exceedingly valuable program. The professors were experts in their fields and encouraged a high level of interaction and discussion. My classmates brought to the mix a diverse range of backgrounds, from the energy and tech sectors to multinational consumer goods companies to non-profits to government agencies. The knowledge conveyed by the professors and the dialogues in and out of the classroom gave me tools that I could apply immediately in my day-to-day work.”

-David Wurm, Administrative Law Judge
Social Security Administration
Leadership & Management

“As my company restructured, my duties changed almost overnight from a strictly legal position into one that was mostly managerial and business related. Texas Executive Education provided me with the opportunity to gain academic training in the business world and equipped me with skills that I have been able to directly apply at work the next day.”

-Charles “Bo” Joseph, Attorney; Subrogation Department Manager
Texas Municipal League Intergovernmental Risk Pool

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 tool kit 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 are 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

FACULTY

Ethan Burris, Ph.D., Associate Professor, McCombs School of Business
John A. Daly, Ph.D., Professor, Moody College of Communication and McCombs School of Business
Luis Martins, Ph.D., Associate Professor, McCombs School of Business

June 13–17, 2016
October 3–7, 2016
AT&T Executive Education and Conference Center

Cost: $7,600
Fee includes materials, light breakfast, lunch, snacks and select dinners.
Leadership & Management

Leading for Impact

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

**FACULTY**

Caroline Bartel, Ph.D., Associate Professor, McCombs School of Business
Ethan Burris, Ph.D., Associate Professor, McCombs School of Business
Luis Martins, Ph.D., Associate Professor, McCombs School of Business

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As part of the Leading for Impact class, participants take part in the Leadership Reaction Course, a ground-based challenge course presenting teams with physical obstacles that require thought and innovation to navigate, learning both leadership and follower-ship skills.
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

**FACULTY**

Ethan Burris, Ph.D., Associate Professor, McCombs School of Business
John A. Daly, Ph.D., Professor, Moody College of Communication and McCombs School of Business

“As part of my transition into a management role at Swagelok, I attended a two course program at Texas Executive Education focusing on Leadership and Management. I have been able to directly apply many of the takeaways from the program in my switch. As I continue to learn and develop in my position, I will be able to continue using these skills that will not only benefit myself, but also my team in general.”

-Mark Lamendola, Marketing and Sales Support Swagelok, Inc.
Maximizing Mental Agility to Improve Creativity

Master the hidden and obvious facets of human thought with techniques to help you and your employees be more productive, efficient, creative, motivated and satisfied in your work and personal lives. This class highlights six facets of human thought that are simultaneously hidden and obvious. Utilize a fast-paced, interactive format that combines presented material with situational team-based learning modules, to transition the concepts into your everyday thinking.

**BENEFITS**

- Discover how the mind tries NOT to think as much as possible and how we can turn this knowledge to our advantage
- Capitalize on the fact that our thought and memory capacity is organized around three items at a time
- Turn knowledge and understanding of causes into more powerful thinking
- Train the mind to re-use old ideas to be consistently more creative
- Improve the quality of what you remember by actively managing the quality of what you learn
- Reach your goals by taking a ‘productive pause’ to think about how you will achieve them

**FACULTY**

John Burrows, Ph.D., Lecturer, Department of Management
Art Markman, Ph.D., Professor, Psychology Department

**Special Feature:** To enhance program learning, participants will receive a complimentary copy of *Smart Thinking* by Dr. Art Markman, the Annabel Irion Worsham Centennial Professor of Psychology and Marketing at The University of Texas at Austin.

“The Texas Executive Education program is very interactive, professional and inspires learning. Dr. Burrows and Dr. Markman were effective in sharing new techniques for problem solving and creative thinking. I have applied “causal knowledge” when solving problems in my workplace with very positive results. Participation in The Texas Executive Education Program is definitely not like your typical seminar experience. I cannot wait to return.”

-Pamela Tyler, Senior Purchasing Manager
DPT Labs
The Art and Science of Effective Negotiation

This highly interactive program follows a DO-LEARN-DO-LEARN model to maximize impact and application. Progress through a series of competitive and engaging negotiation experiences, with each new case driving home concrete lessons. Armed with new knowledge from an interaction, you will repeat the process, applying lessons learned in a new scenario.

Enhance key skills toward creating value via collaboration, and capturing gains through influence and distribution models. While some ideas are intuitive, frameworks presented allow for more intentional applications in the future. Counter-intuitive ideas and findings challenge you to adapt thoughts and actions to drive future success.

**BENEFITS**

- Establish an effective mindset towards negotiation, based upon the situation and relationship
- Prepare more systematically, uncovering gaps in planning routines
- Enhance and expand communication tactics in competitive environments
- Compete fairly while maintaining relationships
- Integrate mechanisms for creating value while simultaneously capturing resources
- Identify mental failings and biases, and implement ways to mitigate and nimbly adapt
- Increase self-awareness, identifying ways to leverage behavioral strengths and compensate for areas weaknesses
- Optimize outcomes by choosing appropriate strategies and tactics
- Communicate solutions in order to create agreement and buy-in
- Anticipate problems with implementation, and adjust agreements accordingly
- Resolve potentially destructive, emotionally charged disputes
- Apply concepts in individual- and group-based environments

**FACULTY**

Doug Dierking, Ph.D., Senior Lecturer; McCombs School of Business
Janet Dukerich, Ph.D., Professor; McCombs School of Business
Gaylen D. Paulson, Ph.D., Associate Dean and Director; Texas Executive Education
Virtual Leadership: Leading 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

FACULTY

Caroline Bartel, Ph.D., Associate Professor, McCombs School of Business
John A. Daly, Ph.D., Professor, Moody College of Communication and McCombs School of Business
Deidre B. Mendez, Ph.D., Director, Center for International Business Education and Research, McCombs School of Business
Customer-Centric Marketing

Develop a thorough understanding of the concepts behind marketing strategy. Acquire a foundation for building internally consistent marketing campaigns. Understanding how you create value is a critical factor for your organization’s success. You have the power to build up or tear down your brand. Develop marketing campaigns or gain a better understanding of the part you play in your organization’s marketing strategy. Explore the importance of a marketing mindset across departments. Develop a thorough understanding of the concepts behind marketing strategy. Build and benefit from internally consistent marketing campaigns.

BENEFITS

• Identify unmet customer needs and create a compelling message that illustrates how your solution meets those needs
• Balance listening to your customers with helping to shape their preferences
• Design a strategy for building your brand
• Determine your product’s place in the product life cycle
• Discuss pricing, promotion and place as a function of where you are in the product life cycle
• Develop and implement effective lean marketing programs

FACULTY

Kapil Jain, Ph.D., Senior Lecturer, McCombs School of Business
Kate Mackie, Ph.D., Distinguished Senior Lecturer, McCombs School of Business

“I was highly impressed by the professors who led the course. Their knowledge about real world issues affecting our business and industry combined with their expertise in the field of marketing were enlightening for me and caused me to think hard about our company’s direction with future marketing efforts. We hope to make use of all we learned in our two days with Texas Executive Education.”

- Jeff Rochelle, President
South Texas Custard
Driving Business Performance Through Marketing

Experience a dynamic, competitive marketplace in this hands-on simulation. Put marketing theory and fundamentals into practice. Utilizing this dynamic, interactive simulation, you and your fellow participants manage the business for three years, and make 12 quarterly decisions with the objective of outsmarting and out-executing the competitors built into the simulation.

Make decisions around market research, target market selection, positioning, product design, pricing, distribution channels, sales force management, and marketing communications to put techniques to practice. Using metrics generated by the simulation, you will repeatedly analyze your position, evaluate the effectiveness of your strategy, and develop and execute strategy adjustments.

**BENEFITS**

- Manage the real-world challenge of making decisions despite incomplete information
- Observe how a particular market changes in response to your decisions
- Analyze the interaction of your marketing decisions with others in and outside your firm
- Recognize the link between marketing strategy formulation and effective execution
- Apply segment/customer needs analysis to make product policy/design decisions
- Evaluate segmentation, targeting and positioning
- Set and change price in response to market dynamics
- Manage channel conflict and maintain consistency across multiple channels
- Employ metrics to measure firm performance as well as customer and competitor response to your actions
- Appreciate the relationships among customer satisfaction, customer buying patterns, customer loyalty and firm profitability

**FACULTY**

Kapil Jain, Ph.D., *Senior Lecturer, McCombs School of Business*
Kate Mackie, Ph.D., *Distinguished Senior Lecturer, McCombs School of Business*
Market Validation

Determine what your market really wants — instead of just what they are telling you — and follow through with the right product launched in the right way. Only 35 percent of new products launched by established companies succeed in the market. That figure drops to 10 percent when you move to the startup world. If you look at the United States economy alone, this translates into a $260 billion dollar annual loss around new product failures. Discover the strategy and tactics of conducting market validation and leave with a completed plan to conduct this process and avoid these common pitfalls of launching a new product. Cover the strategy and tactics of market validation using a three step process.

BENEFITS

- Determine if more time and effort should be invested during fast triage of your idea in The Ready Stage
- Take a deep dive into the target market using primary research techniques to develop a product with unique features that are compelling to your target audience as you complete The Aim Stage
- Discover the art of converting market data into product features and getting a product out the door quickly as you execute The Fire Stage
- Discuss the time investment required at each stage of the process
- Leave with a road-map for bringing your next new product or service to market — successfully

FACULTY

Rob Adams, Ph.D., Lecturer, McCombs School of Business

Special Feature:
To enhance program learning, participants will receive a complimentary copy of If You Build It Will They Come? by Dr. Rob Adams, Director of Texas Venture Labs and Lecturer, McCombs School of Business at The University of Texas at Austin.

"Useful parts were mixing the instructor’s experience with the students’ ideas and proposals. Rob is a great presenter. I really enjoyed the interactions."
-Rolando Chapa, Product Line Director
Optek Technology
Marketing of Innovations

All the important questions asked by decision makers in entrepreneurial focused organizations are strategic marketing questions: Who is the customer? What problem do you solve for him? How big is the market? How quickly is it growing? And yet, many folks don’t do the careful, pre-venture marketing, and it can prove to be a fatal mistake. Explore key marketing concepts, methods, and strategic issues relevant for start-up and early-stage entrepreneurs and “intrapreneurs” who innovate and turn ideas into profitable finished products.

Develop a flexible way of thinking about marketing problems. Determine and apply the most innovative and appropriate solutions to your situation.

BENEFITS

- Conduct an opportunity analysis—“What am I selling to whom?”
- Discuss how to segment and position for competitive advantage
- Identify product, value and business model innovation
- Discover how to price to capture value
- Recognize the applicability of social media to entrepreneurial endeavors

FACULTY

Ben Bentzin, MBA, Lecturer, Department of McCombs School of Business
Kapil Jain, Ph.D., Senior Lecturer, McCombs School of Business

“Thoroughly enjoyed Dr. Jain. He made the class very interesting and I learned a great deal. Excellent. Great real world examples.”

-Estella Baytan, Product Manager
Pioneer Surgical
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

**FACULTY**

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

**Special Feature:**

To enhance program learning, participants will receive a complimentary copy of *Finance and Accounting for Nonfinancial Managers* by William G. Droms, the John J. Powers, Jr. Professor of Finance at the McDonough School of Business at Georgetown University.
Financial 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

**FACULTY**

Steve Limberg, Ph.D., *Professor, McCombs School of Business*
Jim Nolen, MBA, *Distinguished Senior Lecturer, McCombs School of Business*

“The topics covered in the Texas Executive Education class provided me with a more structured insight on how to effectively apply the skills and tools we discussed in the working environment. The dialogue in the classroom—with people from different fields, levels, and cultures—gave me the opportunity to not only learn from the professors, but from my classmates as well.”

-Alfonso Perez y Tellez, Chief Operation Officer
Promotora Ambiental, Monterrey Mexico
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

**FACULTY**

Brian Lendecky, CPA, *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
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

**FACULTY**

Tom Sager, Ph.D., *Professor, McCombs School of Business*
Tom Shively, Ph.D., *Professor, McCombs School of Business*

“As you grow up in a company and within a department, you develop specialized skills. Having the chance to be exposed to a wider breadth of business topics through Texas Executive Education is great. You are able to expand your skill set into areas that make you a better worker and asset for your career and company.”

-Scott Paape, Director of Rapid Continuous Improvement  
  *Dr. Pepper Snapple Group*
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

**FACULTY**

Maytal Saar-Tsechansky, Ph.D., *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
Partner Programs

Partner Programs at Texas Executive Education offer industry-specific sessions to give professionals the expertise that is most relevant to them and their career. Developed in collaboration with outside organizations and professors, these programs combine the breadth of knowledge of our faculty with the real-world experience of guest lecturers and industry professionals.

Attendees receive access to world-renowned professors as well as a look into the strategies and operations of leading organizations. Presented in a wide range of formats, from institutes to seminars to online learning, each program combines convenience with in-depth learning.

**PARTNER PROGRAMS INCLUDE:**

**BUSINESS INNOVATION FOR SUCCESSFUL ENTREPRENEURSHIP IN HEALTH CARE**
A program focused on helping health care professionals critically evaluate the commercial potential of innovative technologies, and/or forming start-up companies or business entities to commercialize innovative technologies.

**CONSTRUCTION INDUSTRY INSTITUTE EXECUTIVE LEADERSHIP PROGRAM**
The Construction Industry Institute and Texas Executive Education partner to offer this world-class leadership program for executive candidates in the engineering and construction industry.

**STRATEGY FOR VALUE-BASED HEALTH CARE DELIVERY**
Led by Michael Porter, the world’s most cited scholar in economics and business, participants interact with health care leaders from across the region to explore how new strategies, organizational models, and measurement approaches are improving value in health care delivery.

“Very well planned, communicated, and executed. You can’t help but feel that you are ‘part of something bigger’ when you are here and engaged with the faculty and other students.”
-2016 CII Executive Leadership Program participant
Custom Programs

Texas Executive Education has over 30 years’ experience developing global Custom Programs as varied as the organizations that use them. Working closely with your organization, we collaborate as partners to create a curriculum to address your company’s specific strategic objectives in a way that will directly translate to increased performance and effectiveness. Custom Programs offer your company’s key members the opportunity to gain critical knowledge and expertise in order to impart lasting change in your organization.

Our Custom Programs are never cookie-cutter or off-the-shelf; your program design is one-of-a-kind and tailored to you, your company, and your strategic priorities, and delivered by graduate-level instructors in your areas of concentration. These world-renowned professors are not only familiar with the deep theoretical research of their fields, but have experience working in industry with practicing professionals from similar organizations.

Custom Programs vary from a few days all the way to months-long programs, taking executives across the globe. These programs can be as elaborate or specific as organizations want and have included such out-of-the-classroom experiential learning activities as rowing on Lady Bird Lake to foster leadership and collaboration skills and murder mystery-style role playing with improvisational actors to bring practice business cases alive.

Custom Programs at Texas Executive Education are deeply customizable, innovative solutions for the challenges and changes your organization faces.

SOLUTIONS FOR YOUR BUSINESS

WORLD-CLASS EXPERTISE multiple disciplines to tackle complex issues
STUDENT-FOCUSED CLASSES discovery through experience, modeling, and practice
FLEXIBLE TEACHING APPROACH responding to new ideas and discussions in class
PROFESSIONAL PEERS shared values, alternative perspectives and practical insights
EFFICIENT USE OF TIME improved results from your training budget
AUSTIN LOCATION AND CULTURE creative learning and networking environment
EXECUTIVE-LEVEL ACCOMMODATIONS optimal comfort, convenience and efficiency
DIAGNOSTIC PROGRAM DESIGN top instructors who understand your industry or field
DISTINGUISHED AND SATISFIED CLIENTS

Texas Executive Education has created and conducted custom programs for clients not only in Texas and the United States, but also around the world. Below is a selected list of organizations with whom we have worked:

Agder
Applied Materials
Arkema
Association of Corporate Counsel
AT&T
Austin Industries
Bank of America
Merrill Lynch
BBVA Compass
Biotronik USA
Boardwalk Pipeline
Boon Group
China National Offshore Oil Corporation
China Oilfield Services Limited
Cintra
Construction Industry Institute
Corner Store Brands
Crown Castle
Cyberonics
Dell
DKG International
Dun & Bradstreet
Ecopetrol
Ericsson
Escuela de Administración y Dirección de Empresas

Escuela de Administración de Negocios Para Graduados
Essilor
ExxonMobil
Ferrovial
Friedkin Companies
G&A Partners
Gemalto
Global Business Travel Association
Gulf States Toyota
Halliburton
Hewlett Packard
HomeAway
IIM Indore
Institute of Scrap Recycling Industries (ISRI)
ISN
LCRA
LPL Financial
Mainz
Mansarovar
National Instruments
National Oilwell Varco
Petrobras
Polycom
Porto School of Business

Rackspace
Refined Technologies, Inc.
Repsol
Royal Dutch Shell
Samsung
ShoreTel
Silicon Laboratories
Sinopec
SK Holdings
SP Jain
Spacetime Studios
St. Jude Medical
Swagelok
Texas Capital Bank
The National Jewish Federation of North America
TMK-IPSCO
Turku
Universidad De Los Andes
University of Texas Medical Branch
US Air Force
US Transportation Command
USAA
Walbridge
AT&T EXECUTIVE EDUCATION AND CONFERENCE CENTER

A First Class Executive Education Experience

Located on the south end of campus, the AT&T Executive Education and Conference Center provides you with a comfortable and convenient environment for staying and learning during your Texas Executive Education experience. The center offers direct access to the 40 acres of campus, along with walking distance proximity to the Texas State Capitol and all the entertainment and culture of downtown Austin.

The facility encompasses 40,000 square-feet of meeting and function space, including the modern, technology-rich classrooms where participants attend class sessions. The AT&T Center provides an ideal environment in which to learn and stay during your time on campus.

For more information about the AT&T Executive Education and Conference Center, visit http://www.meetattexas.com/.

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.TxExecEd.com/
March2016
Phone: 844-802-8477

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

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The University of Texas at Austin
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Austin, TX 78713-8424

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

Alumni Discount: A 10 percent alumni discount is offered to University of Texas at Austin alumni for the individual Open Enrollment courses.

Government Discount: Government discounts are available; please call for additional information.
A few days away can take you places.

www.TxExecEd.com/March2016