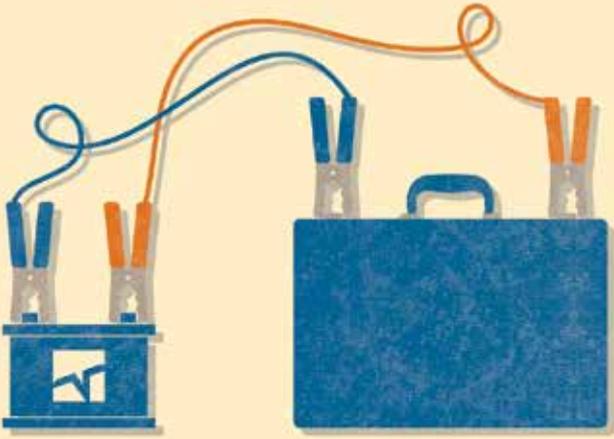

Spring 2017 Classes



*Get a jump on
the competition.*

"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

#1

*Best City for Young
Entrepreneurs*
NerdWallet



**COLLABORATIVE
WORKSHOP
ENVIRONMENT**

#5

*in Business
Analytics*

Financial Engineer Times



**NETWORKING
WITH TOP
EXECUTIVES**

**PARTICIPANTS FROM
300 different companies
70 different industries
16 countries
6 continents**



**WORLD
RENOWNED
FACULTY**

PG	CLASS NAME	CR	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
6	Supply Chain Procurement and Sourcing	1 CR									9-10	
6	Supply Chain Foundations	1 CR	22-23									
6	Supply Chain Risk	1 CR			4-5							
6	Supply Chain Sales and Operations Planning and Logistics	1 CR						24-25				
9	Decision Quality	1 CR		24-26					11-13			
10	Biases in Decision-Making	1 CR			1-3							
11	Modeling for Strategic Insight	1 CR			3-5							
12	Developing Innovative Strategies for Competitive Advantage	2 CR								23-27		
13	Innovation and Commercialization	1 CR									29-1	
14	Strategic Management	1 CR			16-17					26-27		
15	Strategic Pricing	1 CR						29-30				
16	Advocacy, Influence and Power	2 CR							11-15			
17	Building Engagement	1 CR		20-21							2-3	
18	Leading Change and Driving Innovative Thinking	2 CR				26-30				16-20		
21	Refining Your Leadership Approach and Style	2 CR		3-7					25-29			
22	Leading High Performance Teams	1 CR	27-28						21-22			
23	Maximizing Mental Agility to Improve Creativity	1 CR	27-28							9-10		
24	Negotiation and Collaborative Decision-Making	1 CR		26-28					20-22			
25	Leading and Motivating Dispersed Teams	1 CR				15-16						7-8
26	Mastering Marketing Mix Design	1 CR			11-12						16-17	
27	New Product Marketing	1 CR								12-13		
28	Product Marketing for Technical Professionals	1 CR							19-20			
29	Finance and Accounting for Non-Financial Managers	2 CR				5-9				2-6		
30	Financial Strategies for Value Creation	2 CR		24-28							13-17	
31	Performance Management and Control	1 CR			24-25							5-6
32	Data Analytics	1 CR			8-9						6-7	
33	Predictive Analytics	1 CR			10-11						8-9	

Texas Executive Education

Texas Executive Education provides solutions for the challenges and changes you face as both a business person and an individual. Whether you're adapting to changes in your business environment, or want to spur a change in your career, we work with you to establish your goals and then craft a plan to best help you achieve them. From two-day Open Enrollment classes to months-long Custom Programs, for small business start-ups to the largest companies in the world, we have the capability to scale your experience to best suit your needs.

Backed by the extensive academic resources and faculty at The University of Texas at Austin, we develop curricula based on the real problems you are trying to solve and the concrete objectives you are aiming to accomplish.

Resources for Organizations

WE HELP TEAMS WORK SMARTER.

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.



CUSTOM PROGRAMS

We craft a program tailored to your company's specific needs and objectives creating a curriculum that provides the opportunity to impart lasting change throughout your organization. *See pages 35 and 36 for more information.*



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.

"Today, we often hear that the only competitive advantage left to an organization is its ability to learn more quickly than its competitors. This is especially true for the team leaders who manage our most valuable asset: the people that make up our group. Through this program, we are offering our team leaders tools and skills to help them better envision their role as key players in our group's success—today and in the years to come."

Executive Vice President, Human Resources, BBVA USA

"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, Manager - Transaction Advisory Services Practice, EY

"This place is like a spa for the mind. Upscale surroundings and activities and dialogue to challenge and recharge the brain!"

Marc Cohn, IT Technical Manager, USAA

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.



TAKE A CLASS

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



EARN A CERTIFICATE

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



RENOWNED FACULTY

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

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

CERTIFICATE PROGRAMS

- Managerial Leadership Certificate (MLC) **p.8**
- Executive Leadership Certificate (ELC) **p.9**
- Energy Certificate (EC) **p.10**
- Marketing Certificate (MC) **p.11**
- Supply Chain Management Certificate (SCMC) **p.12**
- Strategic Decision & Risk Management (SDRM) **p.14**

Managerial Leadership Certificate (MLC)

LOCATION
AT&T Executive
Education and
Conference Center

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 and 3-day classes = 1 credit; 5-day class = 2 credits) to complete the certificate. The sessions may be taken in any order, and participants have two 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)

LOCATION
AT&T Executive
Education and
Conference Center

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, Supply Chain Management Certificate or Strategic Decision and Risk Management Certificate. Earn 6 additional credits (2-day and 3-day classes = 1 credit; 5-day class = 2 credits) to complete the certificate. The sessions may be taken in any order, and participants have two 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

"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)

LOCATION

The Houstonian Hotel

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	DATE
Business Valuation	April 21, 2017
Decision and Risk Analysis in Hydrocarbon Exploration and Production	June 9, 2017
Economics and Technology of the Crude Oil, Natural Gas and LNG Value Chains	September 8, 2017
Energy Finance	October 6, 2017
Global Oil & Gas Accounting	November 3, 2017
Energy, Technology and Policy	December 1, 2017
Managing External Stakeholder Relationships	TBD
Economics and Technology of the Electric Power Value Chain	TBD

Marketing Certificate (MC)

LOCATION
AT&T Executive
Education and
Conference Center

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 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
- Innovation and Commercialization = 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
- Negotiation and Collaborative Decision-Making = 1 credit

“Words alone cannot describe the learning experience that took place last week; awesome and thank you. The cases studies were spot on and relevant tools that I will use in my work.”

Paul Engdorf, Global Supply Chain Manager, Halliburton Energy Services

Supply Chain Management Certificate (SCMC)

LOCATION
AT&T Executive
Education and
Conference Center

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)

Supply Chain Foundations

Dive into the ideas behind value creation and come away with the tools to successfully manage the supply chain. Learn to understand bottleneck strategy and calculate capacity, the relationship between service, manufacturing operations, and more.

MAR

22-23 | 2017

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.

NOV

9-10 | 2017

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.

MAY

4-5 | 2017

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.

AUG

24-25 | 2017

Electives (earn two credits)

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

LOCATION
AT&T Executive
Education and
Conference Center

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. Enroll in an individual class or earn a customized certificate by completing six classes (two required core classes plus four additional core and/or elective classes in strategy, decision-making, leadership, innovation, and execution).

WHO SHOULD ENROLL

Decision-makers and those in decision-making and risk-management positions within their organization.

Core Classes (Select at least 4 of 10)

DECISION QUALITY (REQUIRED CLASS)

APR 24-26 & SEP 11-13 | 2017

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.

DECISION QUALITY PRACTICUM (REQUIRED CLASS) - DATE TBD

Tailor your certificate to your industry by applying your decision quality knowledge to a complex decision problem from start to finish.

DECISION ANALYSIS AND VALUE OF INFORMATION

SEP 18-20 | 2017

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

MAY 1-3 | 2017

Understand the ways in which your mind, personality, and social structures can degrade your decision-making.

NEGOTIATION AND COLLABORATIVE DECISION-MAKING

APR 26-28 & SEP 20-22 | 2017

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

SEP 13-15 | 2017

Achieve success by effectively diagnosing a decision situation, designing a clear approach, facilitating communication, and presenting compelling rationale to key stakeholders.

VALUE-BASED HEALTH CARE STRATEGY - DATE TBD

Explore how new strategies, organizational models, and measurement approaches are improving value in health care delivery.

MODELING FOR STRATEGIC INSIGHT

MAY 3-5 | 2017

Create models that answer executives' questions, produce compelling analyses, and ultimately gain commitment.

SCENARIOS AND EFFECTIVE FORECASTING - DATE TBD

Improve strategic decision-making with enhanced forecasting methods and by leveraging scenarios to foster insight.

STRATEGIC INNOVATION AND DESIGN THINKING - DATE TBD

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.

Elective Classes (Select up to 2)

STRATEGIC MANAGEMENT

MAY 16-17 & OCT 26-27 | 2017

Enhance your ability to set and reach strategic and economic goals by equipping yourself with methods and frameworks proven to be successful.

DATA ANALYTICS

MAY 8-9 & NOV 6-7 | 2017

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

PREDICTIVE ANALYTICS

MAY 10-11 & NOV 8-9 | 2017

Evaluate data-driven business intelligence challenges and tools, such as data mining and machine learning techniques.

See website for more details.



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

24-26 | 2017

SEP

11-13 | 2017

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*

Trina Weller, MS
*Strategic Decisions
Group*

Hannah Winter, MBA
*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 judgements 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



MAY

1-3 | 2017

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

"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

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



MAY

3-5 | 2017

LOCATION

AT&T Executive
Education and
Conference Center

COST

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

FACULTY

Jim Dyer, PhD
*Professor, McCombs
School of Business*

Bruce Judd, PhD
*Strategic Decisions
Group*

Steve Tani, PhD
*Strategic Decisions
Group*

Trina Weller, MS
*Strategic Decisions
Group*

“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.

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



SEP

18-20 | 2017

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



SEP

13-15 | 2017

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*

Developing Innovative Strategies for Competitive Advantage



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

SPECIAL FEATURE

Give your strategy wings. 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 take flight in their tunnel. Back on campus, you’ll have the opportunity to discuss the iFLY strategy and how it relates to your organization’s strategy for growth.

OCT

23-27 | 2017

LOCATION

AT&T Executive Education and Conference Center

COST

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

FACULTY

PK Toh, PhD
*Associate Professor,
McCombs School of
Business*

Francisco Polidoro Jr., PhD
*Associate Professor,
McCombs School of
Business*

Innovation and Commercialization

In the 21st century, companies large and small must constantly develop and deliver new products and services to drive top line revenue and remain financially viable. This class will dissect the techniques necessary for effective innovation within a corporate environment, whether the new offerings are extensions of current brands, entries into new markets, or commercialization of technology. Attendees will return to their organizations with a thorough understanding of how to build new businesses using the new product development process and how to apply the principles from content, case studies, and presentations used in the class. This course is taught by professors with extensive real-world innovation and new product development experience that regularly work with Fortune-class companies in new product and service development and launch functions.

BENEFITS

- Objectively assess market demand using proven primary and secondary research techniques
- Analyze industries and product offerings to develop positioning with competitive differentiation
- Create competitive business models using benchmark analysis
- Build clear financial plans including revenues, expenses and cash flow
- Understand capital requirements and expected returns
- Review successful business plans and executive presentations



NOV

29-DEC 1 | 2017

LOCATION

AT&T Executive Education and Conference Center

COST

\$4,995

Fee includes materials, light breakfast, lunch, and snacks.

FACULTY

Rob Adams, PhD
Director of Texas Venture Labs; 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

16-17 | 2017

OCT

26-27 | 2017

LOCATION

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: An Analytic Approach to Maximizing Profits



AUG
29-30 | 2017

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

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.

SEP

11-15 | 2017

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*

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

20-21 | 2017

NOV

2-3 | 2017

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*

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

Noam L., Large Financial Services Company

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 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



JUN

26-30 | 2017

OCT

16-20 | 2017

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*

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



APR

3-7 | 2017

SEP

25-29 | 2017

LOCATION

AT&T Executive Education and Conference Center

COST

\$7,600

Fee includes materials, light breakfast, lunch, snacks and select dinners.

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

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

27-28 | 2017

SEP

21-22 | 2017

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.”

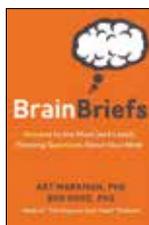
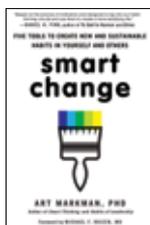
Jill Bonnell, Operations Manager, Swagelok, Inc.

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



Other books by Dr. Art Markman



MAR

27-28 | 2017

OCT

9-10 | 2017

LOCATION

AT&T Executive Education and Conference Center

COST

\$2,950

Fee includes materials, light breakfast, lunch, and snacks.

FACULTY

John Burrows, PhD
Lecturer, Department of Management

Art Markman, PhD
Professor, Psychology Department

“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

Negotiation and Collaborative Decision-Making



APR
26-28 | 2017

SEP
20-22 | 2017

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

BENEFITS

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

LOCATION

AT&T Executive Education and Conference Center

COST

\$3,495

Fee includes materials, light breakfast, lunch, and snacks.

FACULTY

Janet Dukerich, PhD
Professor, McCombs School of Business

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

Carl Spetzler, PhD
Strategic Decisions Group



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

15-16 | 2017

DEC

7-8 | 2017

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*

Mastering Marketing Mix Design



Successful marketers develop strategies that leverage relevant differentiators based on customer insights. They execute with the discipline of staying focused on the value proposition. Easier said than done! This course provides you with the methods and tactics to build your strategy and implement your plan for maximum success.

In this hands-on simulation based course, you will be immersed in a dynamic, competitive marketplace. Managing a firm in the business-to-business context for three years, you'll make 12 sets of quarterly decisions in the areas of R&D investments, pricing, distribution channels, sales force management, and market research spend. Using metrics generated by the simulation, you will repeatedly analyze your position, evaluate the effectiveness of your strategy, and develop and execute strategy adjustments. The challenge of designing a cohesive marketing plan will directly affect the success or failure of your strategy.

BENEFITS

- Translate customer segment analysis and prioritization into a marketing strategy
- Determine and execute R&D investments with a short-term and a long-term perspective
- Set and change prices in response to market dynamics
- Manage channel conflicts and incentives
- Discover the real-world challenge of making decisions despite incomplete information

MAY

11-12 | 2017

NOV

16-17 | 2017

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*

"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

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



OCT
12-13 | 2017

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*

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

SEP

19-20 | 2017

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*

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

"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



JUN

5-9 | 2017

OCT

2-6 | 2017

LOCATION

AT&T Executive Education and Conference Center

COST

\$7,600

Fee includes materials, light breakfast, lunch, snacks, and select dinners.

FACULTY

Eric Hirst, PhD
Professor, McCombs School of Business

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

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



APR
24-28 | 2017

NOV
13-17 | 2017

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*

Jim 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



“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**



MAR

24-25 | 2017

DEC

5-6 | 2017

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*

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

MAY

8-9 | 2017

NOV

6-7 | 2017

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

"Attending both the Data Analytics and Predictive Analytics courses was an eye-opening experience. The range of diversity in experience levels and industries represented created a highly engaging learning environment. You will find yourself discussing big data problems and innovations with your classmates and professors. I personally found several new ways of looking at old problems and started working on them before the training ended. I am now looking to apply the methods learned to automate decision-making processes and cost reduction. 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

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



MAY

10-11 | 2017

NOV

8-9 | 2017

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

Texas Technology Leadership Institute



Information technology has become a vital aspect of every business, and The University of Texas at Austin has partnered with the CIO Leadership Board and the CISO Leadership Board to develop the Texas Technology Leadership Institute. The Institute combines the leadership experiences of Fortune 1000 CIOs and CISOs with the top-tier research from the McCombs School of Business to deliver a custom curriculum dedicated to advancing high-potential IT and security executives. The result—a collaborative environment that provides executives with the expertise needed to lead at an enterprise level.

PLENARY SESSIONS

- Effective Negotiation Skills
- Giving Your Team a Voice
- Seeking an LTR—Establishing Long-Term C-Suite Relationships
- IT Governance is the Wedge Needed to Open Greater Returns
- Building Engagement—What Leaders Do to Build Allegiance and Motivate Others
- Leading Change and Innovation
- Guiding Through Change

CIO TRACK

- Driving High-Performance with Deliberate and Diverse Leadership
- It's Not About Technology
- The Apex of CIO Leadership

CISO TRACK

- Security as a Service
- Employee Engagement—The Best-Kept Secret to Risk Reduction
- A Tri-Pronged Approach to Cybersecurity
- Becoming the CISO 3.0
- A Clear and Present (and Future) Danger

TBD | 2017

LOCATION

AT&T Executive Education and Conference Center

COST

\$4,995

Fee includes all materials, breakfast, lunches, snacks, a first evening reception, and a second evening dinner.

The Texas Technology Leadership Institute's three-day program includes interactive sessions in both CIO and CISO disciplines. Each session is followed by the opportunity to have open discussions among participants, industry speakers, and faculty members.

Visit our website or contact us to apply.

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

#2

Worldwide for
Client Follow-Up
Financial Times

85%

of companies
return each year

95%

of companies return
within five years

#7

U.S. Ranking for Custom
Executive Programs
Businessweek

#6

U.S. Preferred for
Executive Education
CEO Magazine

#15

Worldwide Ranking for
Custom Executive Programs
CEO Magazine

HOW TEXAS EXECUTIVE EDUCATION WORKS WITH YOU

GET TO KNOW YOU	<ul style="list-style-type: none"> • Understand goals and gaps (interviews, competency mapping, 360 surveys) • Review key corporate data • Refine Learning Objectives
DESIGN YOUR PROGRAM	<ul style="list-style-type: none"> • Select best faculty to deliver on Learning Objectives • Ongoing client review and input • Integrate content, delivery and strategic intent
DELIVER YOUR PROGRAM	<ul style="list-style-type: none"> • Utilize range of methodologies (cases, simulations, exercises, experiential learning) • Build teamwork in addition to delivering content • Deliver world-class learning environment for student success
APPLY YOUR PROGRAM	<ul style="list-style-type: none"> • Implementation follow-up • Coaching • Action Learning Projects
EVALUATE YOUR PROGRAM	<ul style="list-style-type: none"> • 30-, 60- and 90-day follow-up surveys and interviews • Client reviews • Financial return on investment

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TEXAS EXECUTIVE EDUCATION CONTACTS

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