

What you learn here today, you'll use tomorrow.

Accelerate your journey.



2019 Open Enrollment Calendar

2019

PG	CLASS NAME	CR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
8	Supply Chain Foundations													
8	Supply Chain Procurement and Sourcing													
8	Supply Chain Risk													
8	Supply Chain Sales and Operations Planning and Logistics													
11	Decision Quality: Make the Right Choice Every Time	1 CR				15-16					30-1			
12	Decision and Risk Analysis	1 CR											13-14	
13	Human Biases in Decision Making: Avoiding the Traps	1 CR										28-29		
14	Leading Strategic Decision Making	1 CR				17-18						2-3		
15	Modeling and Analytics for Strategic Insight	1 CR		25-26										
16	Negotiation and Collaborative Decision Making	1 CR		27-28				24-25				30-31		
17	Scenarios and Forecasting: Planning for Uncertainty	1 CR											11-12	
18	Design Thinking Essentials for Business	1 CR		21-22										
18	Gaining & Analyzing Key Insights to Drive Innovation	1 CR				1-3								
19	Mastering Ideation & Prototyping to Drive Innovation	1 CR				3-5								
19	Storytelling to Deepen Understanding & Create Impact	1 CR					7-8							
20	Mergers & Acquisitions	2 CR						17-21						
21	Strategic Management	1 CR					9-10					17-18		
22	Strategic Pricing	1 CR												
24	Advocacy, Influence and Power	2 CR	28-1								16-20			
25	Building Engagement: What Leaders Do to Manage Talent and Build Allegiance	1 CR					2-3					31-1		
26	Leading and Motivating Dispersed Teams	1 CR					30-31							5-6
27	Leading Change and Driving Innovative Thinking	2 CR			4-8							7-11		
28	Leading High Performance Teams	1 CR		12-13							26-27			
29	Refining Your Leadership Approach and Style	2 CR				8-12					23-27			
30	Digital Marketing Strategy and Execution	1 CR			27-28									
31	Marketing Analytics	1 CR				24-25								
32	Finance and Accounting for Non-Financial Managers	2 CR		18-22							9-13			
33	Financial Strategies for Value Creation	1 CR				1-3						14-16		
34	Performance Management and Control	1 CR						20-21						10-11
35	Data Analytics	1 CR					13-14						4-5	
36	People Analytics: Leveraging Data to Improve Talent Management	1 CR		7-8								24-25		
37	Predictive Analytics with Machine Learning & Data Mining	1 CR					15-16						6-7	
6	Managing External Stakeholder Relationships	.5 CR		15										
6	Economics & Technology of the Electric Power Value Chain	.5 CR			8									
6	Business Valuation	.5 CR				5								
6	Decision Risk Analysis in Hydrocarbon Exploration and Production	.5 CR					24							
6	Economics & Technology of the Crude Oil, Natural Gas & LNG Value Chains	.5 CR									6			
6	Energy Finance	.5 CR										11		
6	Global Oil and Gas Accounting	.5 CR											1	
6	Energy, Technology and Policy	.5 CR												6

Please check the website for requirements as the Supply Chain classes are moving to an online format.

A User's Guide to Texas Executive Education

Lesson number one: There's nothing that can't be solved.

Texas Executive Education provides solutions for the challenges and changes you face as both a business 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 with the same rigorous coursework and quality faculty.

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

To help you identify what Texas Executive Education solutions might work best for your organization and for you, we suggest the following steps:



1

Research Texas Executive Education's numerous offerings and learn about such benefits as:

- Award-winning, approachable faculty who are practitioners with years of industry experience. Dedicated staff who go above and beyond to ensure a wonderful learning environment. World-class facilities and accommodations
- Smaller classes that emphasize interactions between participants and faculty for application-based learning
- 35 graduate-level classes offered across eight concentrations
- Six certificate programs designed for working professionals
- University credit available for most classes

2

Evaluate your priorities, budget, and timing:

- Do you have a designated budget available for professional development?
- Are there organizational budget or fiscal deadlines to adhere to?
- Is there a larger group within your company or organization that may be interested in one or more of our offerings?
- Check with us to see if your company is already a Texas Executive Education Corporate Partner. Benefits for Corporate Partners include special pricing on our Open Enrollment programs. If your company does not currently have a partnership with us, please give us a call to explore your options
- Other special pricing may be available for teams, UT alumni, and government and non-profit organizations

3

Enroll in classes via the Texas Executive Education website or work with our staff to develop a highly customized curriculum or program for your organization:

- Prior to the class and/or program dates, make sure to have a plan in place to track results and measure success
- Prepare for your time away from the office to enable maximum focus while you are here with us
- During class(es), participate, ask questions, and engage with your peers
- Upon completion, take time to reflect on key takeaways to best ensure your learnings have the most impact

“Excellent instructors with a great communication style. Each one created an inviting classroom experience.”

*Ardella Anderson
HEB Grocery Company, LP*




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

*Carmen Castillo
Dell, Inc.*


“The information we learned this week was superb! Walked in a bit nervous. Leaving energized and incredibly motivated.”

*Jeff Foucart
Infrastructure Team Lead
Railroad Commission of Texas*



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

*Matthew Inderlied
Senior Vice President, FBD Partnership, LP*



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

*Amanda Clark
International Travel Program Lead
Sandia National Laboratories*



Managerial Leadership Certificate (MLC)

LOCATION

AT&T Executive Education and Conference Center

REQUIREMENTS

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

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

REQUIREMENTS

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

BENEFITS

- Enhance your business acumen with graduate-level education
- Become a more effective communicator in your organization
- Expand your knowledge in topics directly related to your career
- Effectively manage challenges in your career, organization and industry
- Create a customized solution to meet your goals and objectives

"Great program for leaders and managers of all levels."

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

Executive Leadership Certificate (ELC)

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

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

BENEFITS

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

Certificates

LOCATION

AT&T Executive Education and Conference Center

REQUIREMENTS

- 12 total credits (6 additional credits beyond your prior certificate) are required to complete the certificate
- Classes may be taken in any order, and participants have three years to complete the requirements
- All two- through five-day courses in this brochure may be used to fulfill the requirements of this certificate

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

Rochelle Tijerina, *Executive Director Employee and Member Innovation, USAA*

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.

LOCATION

The Houstonian Hotel

COST

\$1395 per Energy class

REQUIREMENTS

- 3 credits (each 1-day Energy class = ½ credit) are required to complete the certificate
- Participants must take both required classes, a minimum of 2 of the available 5 Core classes and a maximum of 2 Elective classes.
- Classes may be taken in any order

BENEFITS

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

PROGRAMS INCLUDE	DATE
Managing External Stakeholder Relationships	February 15, 2019
Economics and Technology of the Electric Power Value Chain	March 8, 2019
Business Valuation	April 5, 2019
Decision and Risk Analysis in Hydrocarbon Exploration and Production	May 24, 2019
Economics and Technology of the Crude Oil, Natural Gas and LNG Value Chains	September 6, 2019
Energy Finance	October 11, 2019
Global Oil & Gas Accounting	November 1, 2019
Energy, Technology and Policy	December 6, 2019

Marketing Certificate (MC)

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

BENEFITS

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

REQUIRED COURSES (EARN TWO CREDITS)

Digital Marketing Strategy and Execution 1 credit

Marketing Analytics 1 credit

SUGGESTED ELECTIVES

Building Engagement: What Leaders Do to Manage Talent & Build Allegiance 1 credit

Design Thinking Essentials for Business 1 credit

Data Analytics 1 credit

Gaining & Analyzing Key Insights to Drive Innovation 1 credit

Leading Change and Driving Innovative Thinking 2 credits

Mastering Ideation & Prototyping to Drive Innovation 1 credit

Performance Management and Control 1 credit

Storytelling to Deepen Understanding & Create Impact 1 credit

Predictive Analytics 1 credit

Negotiation and Collaborative Decision Making 1 credit

Certificates

LOCATION

AT&T Executive Education and Conference Center

REQUIREMENTS

- 5 credits (2-day and 3-day classes = 1 credit; 5-day class = 2 credits) are required to complete the certificate
- Participants must take both Core classes, as well as any 3 additional Elective credits from the catalog
- Classes may be taken in any order, and participants have three years to complete the requirements
- All two- through five-day courses in this brochure may be used to fulfill the elective requirements of this certificate

Supply Chain Management Certificate (SCMC)

REQUIREMENTS

Please check the website for requirements as Supply Chain classes are moving to an online format.

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

BENEFITS

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



"The class was a careful balance of theory and practical examples."

Jerome Kuntscher, Senior Process Engineer, Thermon Inc.

Supply Chain Procurement and Sourcing

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

Supply Chain Risk

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

Supply Chain Sales and Operations Planning and Logistics

Analyze your planning and logistics procedures. Better examine the supply chain and its relationship to marketing, finance, operations, engineering, logistics, inventory and transportation.

Supply Chain Foundations

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



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

Sean Avitt, *Geoscientist, Railroad Commission of Texas*

Strategic Decision and Risk Management Certificate

LOCATION

AT&T Executive Education and Conference Center

REQUIREMENTS

- 6 credits (1-day classes = ½ credit, 2-day and 3-day classes = 1 credit; 5-day class = 2 credits) are required to complete the certificate
- Participants must take both required classes, a minimum of 2 of the available 5 Core classes and a maximum of 2 Elective classes.
- Classes may be taken in any order, and participants have three years to complete the requirements
- All one-through five-day courses in this brochure may be used to fulfill the electives of this certificate to fulfill the electives of this certificate

THE RIGHT DECISION FOR SUCCESS

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

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

REQUIRED CLASSES

Decision Quality: Make the Right Choice Every Time
April 15-16, 2019
or September 30-October 1, 2019
See page 11 for details.

Leading Strategic Decision Making
April 17-18, 2019 or October 2-3, 2019
See page 14 for details.

CORE CLASSES (SELECT AT LEAST 2 OF 5)

Decision and Risk Analysis
November 13-14, 2019
See page 12 for details.

Modeling and Analytics for Strategic Insight
February 25-26, 2019
See page 15 for details.

Human Biases in Decision Making: Avoiding the Traps
October 28-29, 2019
See page 13 for details.

Scenarios and Forecasting: Planning for Uncertainty
November 11-12, 2019
See page 17 for details.

Negotiation and Collaborative Decision Making
February 27-28, 2019
or June 24-25, 2019
or October 30-31, 2019

SUGGESTED ELECTIVE CLASSES (SELECT UP TO 2)

Strategic Management
May 9-10, 2019 or October 17-18, 2019
See page 21 for details.

Predictive Analytics with Machine Learning & Data Mining
May 15-16, 2019 or November 6-7, 2019
See page 37 for details.

Data Analytics
May 13-14, 2019 or November 4-5, 2019
See page 35 for details.

Decision Quality: Make the Right Choice Every Time

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

BENEFITS

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

Strategic Decision
& Risk Management

DATES

April
15-16, 2019

September 30-
October 1,
2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

\$2,950

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

FACULTY

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

Bruce Judd, PhD

Strategic Decisions Group



DATES

November
13-14, 2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

\$2,950
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*

Decision and Risk Analysis

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

BENEFITS

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



Human Biases in Decision Making: Avoiding the Traps

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

BENEFITS

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

DATES

October
28-29, 2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

\$2,950

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

FACULTY

Art Markman, PhD
*Professor, Psychology
Department*

Jennifer Meyer, PhD
Strategic Decisions Group

Carl Spetzler, PhD
Strategic Decisions Group

Raghunath Rao, PhD
*Assistant Professor,
McCombs School of
Business*

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

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

April
17-18, 2019

October
2-3, 2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

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

FACULTY

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

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

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

Modeling and Analytics for Strategic Insight

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

BENEFITS

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

Strategic Decision
& Risk Management

February
25-26, 2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

\$2,950

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

FACULTY

Jim Dyer, PhD

*Professor, McCombs
School of Business*

Bruce Judd, PhD

Strategic Decisions Group

Eric Bickel, PhD

*Associate Professor,
Cockrell School of
Engineering*

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

Jason Ingersoll, Vice President, Sales and Marketing, Archrock

February
27-28, 2019

June
24-25, 2019

October
30-31, 2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

\$2,950
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*

Negotiation and Collaborative Decision Making

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

BENEFITS

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

Scenarios and Forecasting: Planning for Uncertainty

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

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

BENEFITS

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

November
11-12, 2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

\$2,950

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

FACULTY

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

Adopting a Design Approach to Driving Innovation

Infusing a human-centered design approach propels organizations to become better and more consistent at creating and implementing innovative ideas. With practice, organizations that implement this approach become innovation leaders in their respective industries. Success comes when a new set of tools and processes (and, ultimately, a new paradigm) is integrated into teams and organizations.

Texas Executive Education's new design thinking series was created by the award-winning McCombs Faculty and the design experts at Upstream Thinking. The series begins with the Design Thinking Essentials for Business Innovation course as a starting point for people at all levels of the organization to better understand the mindset, methodologies, and tools associated with a design thinking approach.

Design Thinking Essentials for Business

February 21-22, 2019

Designed as a rapid immersion delivering maximum value for attendees, this course focuses on crucial concepts essential to gaining deeper insights into customer behaviors, decision points and actions. Translate insights into understandable and usable conclusions, and define key customer challenges. Through a hands-on, project-based experience you will generate ideas and prototypes to solve customer problems, and design experiences that respond to a customer-driven world.

BENEFITS:

- Discover the key stages and components of a Design Thinking framework to apply in organizations that desire a more reliable and sustainable approach to innovation
- Develop well-honed problem definition statements that significantly enhance idea creation in teams

Gaining & Analyzing Key Insights to Drive Innovation

April 1-3, 2019

The capability to capture and analyze extremely large sets of quantitative data have dramatically transformed our ability to see what has happened in the past and what is happening today. However, the key insights that drive more significant innovation are most often not living inside big data. Satisfy the need to create and execute robust immersive research methods, and pair it with productive insight analysis. Come away with the background, tools, and hands-on practice to build these in-depth qualitative research and analytical approaches.

BENEFITS:

- Understand the limitations in data collection and team brainstorming activities that constrain many organizations from being more innovative
- Construct robust and rigorous research methods to produce more helpful key insights
- Enhance your team's ability to analyze the qualitative insights that drive a deeper understanding of unmet needs

Mastering Ideation & Prototyping to Drive Innovation

April 3-5, 2019

We've all stared at a blank page hoping for inspiration to strike. But teams need much more reliable and productive idea generation methods. Many small but effective changes to the ideation process can dramatically improve every member of your team's ability to generate more ideas. Through hands-on practice, you will focus on how teams can leverage the power of rapid prototyping to learn more about your ideas faster. From there, you will drive through a series of iterations that will lead to more actionable innovations for your organization to pursue.

BENEFITS:

- Practice ideation techniques that can greatly increase the quantity and quality of possible design solutions
- Explore various prototyping techniques for physical products, services, and digital experiences
- Consider how stakeholder testing can provide valuable feedback to the design process to ensure more successful implementation of new innovations

Storytelling to Deepen Understanding & Create Impact

May 7-8, 2019

The key to great design is building empathy, including gaining an understanding the deeper motivations of your customers. Teams build this empathy most effectively when they can dig into the stories of the people for whom they are designing. This class will focus on building the expertise, tools, and methodologies needed to help your customers and constituents share their stories in ways that create a strong understanding of your design challenges.

BENEFITS:

- Learn the key opportunities and methods for building more empathy (within external customers or internal constituents) to drive the innovation design process
- Build a practice of creating narratives and stories to communicate richer and more powerful messages



June
17-21, 2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

\$6,600

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

FACULTY

Ken Wiles, PhD
*Clinical Associate
Professor*

Xavier Szejnberg, MBA
*Lecturer, McCombs
School of Business*

Mergers & Acquisitions

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

BENEFITS:

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



Strategic Management

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

BENEFITS

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

Strategy

May
9-10, 2019

October
17-18, 2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

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

FACULTY

Rob Adams, PhD
*Founder of Texas Venture
Labs; Senior Lecturer,
McCombs School of
Business*

Steve Courter, MBA
*Lecturer, McCombs
School of Business*

"Very practical at all levels. Something for all to apply to the business."

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

Call for 2019 dates.

LOCATION

AT&T Executive
Education and
Conference Center

COST

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

FACULTY

Ben Bentzin, MBA
*Lecturer, McCombs
School of Business*

Raghunath Rao, PhD
*Assistant Professor,
McCombs School of
Business*

Strategic Pricing

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

BENEFITS

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

Interested in implementing or revising your system of strategic and operational controls? Be sure to check out our Performance Management and Control class on page 34.



"I really enjoyed the entire course and learned a great deal. I feel confident that I will use my learning in negotiations and decisions going forward."

*Lauren Sistrunk, Category Manager,
Shell Exploration & Production Co*



"The program far exceeded my expectations. The length of the program and the format were both extremely appropriate. Each professor did an exceptional job explaining the materials and applying it to daily life. I would highly recommend this class to colleagues and friends. The topics addressed in the class answered any questions I had regarding Advocacy, Influence and Power. These answers will definitely help me deal with issue and build trust with others."

*Sharon Frischen
Compliance Analyst III
Railroad Commission of Texas*

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

*Noam L.
Large Financial Services Company*

January 28-
February 1,
2019

September
16-20, 2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

\$6,600

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

FACULTY

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

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

Sharon Jarvis, PhD
*Associate Professor, Moody
College of Communication*

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

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.

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

Leadership &
Management

May
2-3, 2019

October 31-
November 1,
2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

\$2,950

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

FACULTY

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

Doug Dierking, PhD
Senior Lecturer, McCombs
School of Business

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

Céline Felan, Director of Client Success, Abila

May
30-31, 2019

December
5-6, 2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

\$2,950

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

FACULTY

Sekou Bermiss, PhD
*Assistant Professor,
McCombs School of
Business*

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

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

Leading and Motivating Dispersed Teams

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

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

BENEFITS

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



Leading Change 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.

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

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

Leadership &
Management

March
4-8, 2019

October
7-11, 2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

\$6,600
Fee includes materials,
light breakfast, lunch,
snacks and select
dinners.

FACULTY

Sekou Bermiss, PhD
*Assistant 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*

February
12-13, 2019

September
26-27, 2019

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*

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

Interested in incorporating a data-driven approach to managing your team? Be sure to check out our People Analytics class on page 36.

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

John Omich, *Regional Account Manager, Lundbeck Pharmaceuticals*

Refining Your Leadership Approach and Style

Grow as a leader. Identify, optimize, and adapt your personal leadership style. Strengthen your leadership ability through a combination of classroom instruction in leadership concepts and frameworks, assessments, peer discussion, and 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.

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

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

Leadership & Management

April
8-12, 2019

September
23-27, 2019

LOCATION

AT&T Executive Education and Conference Center

COST

\$6,600

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



Digital Marketing Strategy and Execution

March
27-28, 2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

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

FACULTY

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

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

BENEFITS:

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

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

John Scherrer, *Program Director, Southwest Research Institute*

Marketing Analytics

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

BENEFITS:

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



Interested in creating and implementing innovative ideas into your marketing strategy? Be sure to check out our Design Thinking concentration on pages 18-19.

Marketing

**April
24-25, 2019**

LOCATION

AT&T Executive
Education and
Conference Center

COST

\$2,950

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

FACULTY

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

Finance and Accounting for Non-Financial Managers

February
18-22, 2019

September
9-13, 2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

\$6,600

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*

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

BENEFITS

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

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

Adara Richter, Chief of Staff to CEO, AgAmerica Lending

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

April
1-3, 2019

October
14-16, 2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

\$4,450

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

FACULTY

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

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



Performance Management and Control

June
20-21, 2019

December
10-11, 2019

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*

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



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

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

Data Analytics

Discover, analyze, and forecast relationships among large data sets (“Big Data”). Gain confidence in building reliable data analyses to make projections, of business intelligence and performance. Utilize the fundamental analytical tool 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

Business Analytics

May
13-14, 2019

November
4-5, 2019

LOCATION

AT&T Executive
Education and
Conference Center

COST

\$2,950

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

FACULTY

Tom Sager, PhD
*Professor, McComb
School of Business*

Tom Shively, PhD
*Professor, McCombs
School of Business*

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

Jason Kurtz, VP, Marketing & Transportation, Southwestern Energy

February
7-8, 2019

October
24-25, 2019

COST
\$2,950

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

FACULTY

Sekou Bermiss, PhD
*Assistant Professor,
McCombs School of
Business*

Ethan Burris, PhD
*Associate Professor,
McCombs School of
Business*

People Analytics: Leveraging Data to Improve Talent Management

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

People analytics is vastly different from the “human resources” practices prevalent twenty years ago. People analytics allows you to incorporate a data-driven approach to managing people at work. Leverage data and sophisticated analysis to solve people-related issues, such as recruiting, performance evaluation, leadership, hiring and promotion, job and team design, and compensation. Utilize the data to improve your organization’s ability to achieve strategic goals, rather than simply serving as administrative support functions. And remember, application of People Analytics is not just for HR professionals; as a leader, you need to be well versed in strategies that bring in and retain the best talent.

BENEFITS

- Improve your talent management processes, including how you strategically hire, socialize, appraise, reward, and retain talent
- Discuss the impact of organizational context on how companies manage human capital
- Investigate the practices and analytical frameworks that will help you leverage human capital
- Uncover the human capital factors that affect your success as a developing business leader
- Expand your critical thinking skills by leveraging data and analytics as they apply to human capital strategies in practice

WHO ATTENDS

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

Predictive Analytics with Machine Learning & Data Mining

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

BENEFITS

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

Business Analytics

May
15-16, 2019

November
6-7, 2019

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*

Interested in utilizing analytics to better interpret customer and market data? Be sure to check out our Marketing Analytics class on page 31.

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

Addison Schweitzer, *Senior Project Manager, Intertek*



Accelerated Management Program

The Accelerated Management Program (AMP) is a unique opportunity for veterans and other transitioning professionals to gain business acumen while learning from and collaborating with world-class faculty as a part of a cohort full of high-achieving, high-potential individuals. Offered in collaboration with Vetted.org (a non-profit organization that prepares veterans and military spouses for careers in the corporate sector as well as entrepreneurial ventures), this high-intensity program will provide participants with the business knowledge needed for success.

PROGRAM COMPONENTS

- Optional 5-month online program in Business Fundamentals for individuals who want to further develop or sharpen their business skills in preparation for attending the residential portion of the program
- Marketing, Finance, Accounting, and Operations
- Required 2-month comprehensive residential graduate level program focused on new venture creation, commercialization, innovation, and entrepreneurship
- Strategy, Business Models, Markets, Financials, and Communications
- Required 8-week Corporate or Entrepreneurial capstone project that will ensure that program participants are prepared for the challenges awaiting them in the private sector

BENEFITS

- World-class business education delivered by award-winning faculty from the McCombs School of Business, The University of Texas at Austin, and the corporate sector
- Career services, including resume development, mock interviews, and networking techniques / opportunities
- Placement opportunities through a growing number of partner companies
- Lifelong alumni network

If you would like more information on the Accelerated Management Program, want to learn more about past program alumni, or would like to apply for admission into the next cohort, please go to the Accelerated Management Program website: acceleratedmanagement.utexas.edu

If you would like to learn more about VETTED or would like to find out how you can support their important mission, go to the VETTED website at vetted.org



The University of Texas at Austin TOWER Fellows Program

As a TOWER Program Fellow, you will work collaboratively to craft a personalized curriculum of courses and seminars from across the Austin campus. Program staff, Faculty Advisors, and your peers will be there to bounce ideas off of and help you craft a curriculum that is a perfect match to your goals. With over 12,000 courses available, you gain access to a breadth and depth of study as big as The University of Texas itself. You will participate in intergenerational classroom learning, as well as enjoy discussions and dedicated lectures on major societal and intellectual issues that affect each of us.

And, you will exchange ideas with other Fellows and faculty, achieving a rich cross-pollination of knowledge. Take those classes that you never got a chance to take in college the first time around. Sit in on lectures by professors who wrote some of your favorite books. Discuss topical issues with world-renowned experts, and debate policies with undergrad or grad students looking to you for advice as they start their own journeys. Explore, discover, and think about what comes next.

The TOWER Fellows Program seeks exceptional individuals who:

Have built a career of major accomplishments (20-30 years) and now want to deepen your knowledge or embrace new fields

Desire to enrich and enhance your life journey through renewing purpose, exploring new possibilities, and discovering what's next

Are eager to engage with and contribute to a unique learning environment and foster a productive life through intellectual pursuits, programmatic development, and intergenerational engagements aimed at improving individual lives and communities

Wish to undergo a personal transition or reflect on where you have been as you decide where you would like to go from here



TOWER is designed to provide individuals with a world-class opportunity for:

EXPLORATION

Experiment. Try new things. LEARN.

COMMUNITY

Interact. Connect with peers and others. GROW.

SELF-DISCOVERY

Recalibrate. Optimize your wellness. IMPROVE.

TRANSFORMATION

Change. Find a new path. RENEW.

Please explore the TOWER Fellows Program website

towerfellows.utexas.edu

or contact Sally Brinker

Sally.Brinker@

mcombs.utexas.edu

(512) 232-9380

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

95%

of companies return within five years

#7

U.S. Ranking for Custom Executive Programs

85%

of companies return each year

#2

Worldwide for Client Follow-Up

#15

Worldwide Ranking for Custom Executive Programs

#6

U.S. Preferred for Executive Education

"The faculty and team on the ground in Austin did an excellent job. The subject matter and case studies were Spot On for today's world. Thanks for challenging and equipping us."

Stan Viner
Jack Henry
& Associates, Inc.

How Texas Executive Education Works with You

Get to Know You



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

Design Your Program



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

Deliver Your Program



- Utilize 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



- Implementation follow-up
 - Coaching
 - Action learning projects
-

Evaluate Your Program

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

We reach across The University of Texas at Austin campus to serve industries such as:

- Automotive
- Construction and Heavy Equipment
- Consumer Products
- Education
- Energy
- Financial Services and Insurance
- Food
- Health Care
- Manufacturing
- Military and Government
- Pharmaceuticals
- Real Estate
- Retail
- Software
- Technology
- Transportation

Capitalize on your strengths. Fill in your gaps.

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

OUR INTERACTIVE COMPETENCY MAP:

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

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



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



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

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

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



Countless opportunities, one smart location.

Supercharge your knowledge at the AT&T Executive Education and Conference Center (AT&T EECC) and adjoining Rowling Hall. Located on the south end of the Forty Acres, the complex offers direct access to campus and is within walking distance of the Texas State Capitol and all the entertainment and culture of downtown Austin.

The AT&T EECC encompasses over 40,000 square feet of meeting and function space, including modern technology-rich classrooms. Brand-new Rowling Hall, directly next door, offers additional state-of-the-art classrooms, conference and meeting spaces and features a spectacular one-of-a-kind 4000 square foot mural by contemporary artist Jose Parlá.

Whether you are here for a Texas Executive Education class or Custom Program, attending an event, dining in one of the restaurants, or just spending the night, remember that we also offer:

- Executive coaching and mentoring solutions
- Access to a tremendous talent pool for recruiting
- Opportunities for gaining new perspectives and exchanging ideas with peers from various companies and industries
- Collaboration with leading industry researchers and practitioners

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

Texas Executive Education Contacts

For Open Enrollment and Certificate Programs:

Lynn Slattery
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lynn.slattery@mcombs.utexas.edu

To register for a class:

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Phone: 512-471-5893

For Custom Programs:

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McCombs School of Business
The University of Texas at Austin
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CORPORATE PARTNERSHIPS

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

TEAM DISCOUNTS

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

ALUMNI DISCOUNT

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

GOVERNMENT DISCOUNT

Government discounts are available; please call for additional information.

CREDITS

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

Texas Executive Education

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

Register at www.TXExecEd.com/2019
or call (512) 471-5893



The University of Texas at Austin

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