WE STEP UP

Mays Business School’s mission is to create knowledge and develop ethical leaders for a global society. To fulfill this mission, the Center for Executive Development (CED) pursues the following activities:

Provide strategic partners with an unmatched educational experience that focuses on all dimensions of learning – knowledge, understanding, skills, behaviors, values and attitudes.

Create and disseminate knowledge on important business issues through published research, innovative learning experiences and meaningful interaction with the constituents we serve.

Serve the broader global community through the exchange of new ideas and best practices.

Practice ethical leadership by managing our resources effectively, efficiently and responsibly.

Foster a culture of excellence, collaboration, inclusion and respect for diverse backgrounds and ideas.

Assess and reflect upon the attainment of our goals, resulting in continuous improvement of our practices.

Mays Business School

Financial Times
8th U.S. Public (15th U.S. Overall), Faculty Scholarship, 2015

U.S. News & World Report
Tied 19th U.S. Public (Tied 29th U.S. Overall), Undergraduate Program, 2016

Financial Times
4th U.S. Public, EMBA, 2015

Military Times
5th U.S. Overall, Best For Vets, 2014

Texas A&M University

The Washington Monthly
3rd U.S. Overall, 2015

U.S. News & World Report
2nd Best Value Public (21st Overall), 2015

USA Today’s 2016 College Guide (powered by College Factual)
1st U.S. Overall, Best Colleges for Veterans, 2015

“With faculty that can customize an executive education program to fit your company’s needs, Mays is stepping up to help you ignite your employees’ and customers’ passion and transform your business.”

ELI JONES
Dean
Professor of Marketing and Peggy Pitman Mays Eminent Scholar Chair in Business
It is with extreme pleasure that I have the opportunity to welcome you to the Center for Executive Development (CED) in Mays Business School at Texas A&M University. I, along with our outstanding faculty and staff, am delighted for you to join our CED family. It is truly an honor to be able to work with, teach and facilitate growth in the many remarkable individuals who participate in our executive development programs. I hope you have arrived here ready to learn and grow, not only in your business knowledge, but also as an executive member of your company and as an individual. My goal for you during your time at CED is to build upon the immense knowledge you already possess and have you leave here feeling empowered and confident as you face future business endeavors within your career. My deepest desire for our programs is not simply to educate executives, but instead to develop leaders and bring out the many leadership qualities each of you already possess. I am so glad I will be a part of your journey to becoming the best leader you can possibly be for your company, and I simply cannot wait to witness the profound impact your training at CED is going to have on you personally, within your career and within your company.

Sincerely,

Ben D. Welch, Ph.D.
Assistant Dean
PROGRAMS THAT BUILD TRANSFORMATIONAL LEADERS

The Center for Executive Development creates custom executive development programs based on information specific to individual companies and industries. The center is committed to developing leaders, not simply educating executives.

The CED experience provides the following benefits:

- Immediate takeaways to improve business results
- Realization of individual potential
- Continuous improvement and innovation
- Deeper relationships among employees
- Award-winning faculty

Executive Development Opportunities for Every Stage of Your Career

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In 2014, during a span of 100 WEEKS, The CED trained more than 3,200 participants
LEADERSHIP THAT EMPOWERS OTHERS

Customized Program Development

At the CED, we do more than offer out-of-the-box management programs. We have a comprehensive selection of programs and instructors; we can design a program that fits the specific needs of your company.

We will work with you to identify your goals:

- Preparing your employees for the challenges of the future
- Developing your leaders for tomorrow
- Complementing your in-house education and training programs
- Planning succession
- Developing specific executive skills

After clear goals are set, we will design a custom program including information specific to your company or industry. It can be as simple as a series of one-day programs or as complex as a multi-year, multi-course program.

We build each of our programs around these basic principles:

- The value of education
- Practical application of theory
- Continuous improvement and innovation
- Complete client satisfaction
- Results and follow up

CED programs translate into immediate results for your business. The courses are hands-on, allowing for practical application of the skills and knowledge participants receive.

Your team will return to the company with new skills, a broader perspective and strengthened relationships with coworkers.

To guarantee the lessons learned in the program take root in your business, we will work with you to develop a follow-up program, ensuring long-term success and continued growth.
Developing leaders from the inside is more efficient and effective than recruiting and training outside leadership. As the workforce ages, there will be gaps in management unless companies begin to develop their future leaders today.

“Developing leaders from the inside is more efficient and effective than recruiting and training outside leadership. As the workforce ages, there will be gaps in management unless companies begin to develop their future leaders today.”

DR. BEN WELCH
Assistant Dean of Executive Education
Texas A&M University, located in College Station, is set among a community that is rich in tradition and history. Deep in the heart of Central Texas, the region offers the modern amenities of a big city with a warm, small town charm, making its one of the friendliest places you’ll ever visit. It is centrally located within a three-hour drive of the top metro areas of Texas: Dallas, Fort Worth, Austin, San Antonio, and Houston. These cities’ booming populations have been featured on the Forbes List of Fastest Growing Cities in 2015.
When distance becomes an obstacle, CityCentre in Houston provides the convenience of metro amenities combined with the Aggie Core Values. With two international airports, diverse world-class restaurants and an array of overnight accommodations, Houston imparts an accessible location for executive development.
Our faculty set us apart. They are truly the best of the best at Mays Business School and Texas A&M – scholars, teachers and leaders in their fields.

Most CED courses are taught by Mays faculty. However, depending on the topic, some classes are taught by experts from across the Texas A&M University system.

CED faculty often teach MBA and Executive MBA courses, so they are accustomed to designing content for a mature executive audience. They are expert teachers and subject area specialists, highly respected in their fields.

Also, CED participants learn from each other as the classroom is designed to be dynamic by fostering relationship growth and teamwork.

The methods used by our faculty add to content creation, as participants introduce real-time developments from within their companies and world of business. Faculty members can provide insight into the latest research. These elements combine to create a rich source of valuable information.

“A leader is one who knows the way, goes the way and shows the way.”

John C. Maxwell
New York Times Best-Selling Author
The Center for Executive Development strives to provide custom educational programs that cultivate ethical leaders. Embodying the Texas A&M traditions of excellence, integrity, leadership, loyalty, respect and selfless service, the CED staff welcome on-going dialog with clients in order to meet their objectives.

**AGGIE CORE VALUES**

- Excellence
- Integrity
- Leadership
- Loyalty
- Respect
- Selfless Service
CED clients vary in size, industry and mission, but they share a common goal to develop the future leaders of their organizations.

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“The programs offered through Mays’ Center for Executive Development allow companies to engage with leading scholars about the critical questions facing organizational leaders today and on the horizon.”

WENDY BOSWELL
Department Head - Department of Management
Jerry and Kay Cox Professor of Management
FRONT LINE LEADERSHIP

0-5 years management experience

Identify team considerations/goals critical to project management.

Develop knowledge of specific components of project planning, organization, leadership strategies and monitoring work behavior (class simulation).

Define and discuss the “twenty minute planning vs. the twenty second decision” paradox.

List best practices for turning a work group into a strategic team.

Gain additional understanding of the importance of open communication skills and trust (Exercise International).

TEAM BUILDING
COACHING AND MENTORING

Learn techniques for future-focused feedback.
Define and differentiate coaching and mentoring.
Identify key reasons why employees might not get their job completed and how coaching and mentoring impacts employee engagement.
Identify why managers avoid coaching and mentoring.
Identify the benefits of coaching and mentoring.
Discuss how to conduct effective coaching and mentoring sessions.
Develop coaching and mentoring skills through role play.

FINANCIAL ACUMEN

Review the financial statements, including the balance sheet, income statement and statement of cash flows and how they are used in assessing financial strength.
Use case studies, evaluate the financial performance of representative firms.
Discuss basic cost accounting measures used in determining break-even and profitability.
Identify the components of capital budgeting, including the time value of money and how to solve capital replacement problems.
Define the functions of a manager.
Identify the various managerial roles and skills needed to enhance effectiveness and efficiency in organizations today.
Identify and discuss the organization’s competencies required for various leadership levels within the organization.
Define corporate culture.
Identify stages of the change process and how to help employees work through those steps of change and transition.

Examine the organization’s annual and quarterly financial statements using key financial ratios with comparisons to peer firms.
Evaluate the financial performance of a representative firm using customer case studies.
Determine the impact of inventory and accounts receivable management on maximizing returns on investment using case studies.
Develop an understanding of the contribution margin principle and its use in the organization’s project analysis.
Determine optimal investment decisions using case studies and capital replacement decision models.
Discuss mergers and acquisition criteria, and evaluate a proposed peer acquisition.
“None of us are as smart as all of us.”

KEN BLANCHARD
Speaker, Consultant and Best-Selling Author
For more than 50 years, Mays Business School has provided customized executive development for organizations in a variety of industries. Each CED program is created in partnership with the client; the structure, content, curriculum and location are designed to achieve the goals of each individual organization. No concern is too large or too small – the Center for Executive Development works tirelessly to provide innovation solutions.

**MID-LEVEL LEADERSHIP**

5-15 years management experience

- **STRATEGIC LEADERSHIP**
  - Identify and use the six characteristics of a strategic leader.
  - Establish a vision for an organization or sub-unit.
  - Manage resources effectively, especially human capital and social capital, in an ethical manner.
  - Define the strategic management process and the role the process plays in organizational success.
  - Analyze external environment and internal organization.
  - Select strategies an organization or subunit can use to reach its vision.

- **ORGANIZATION CULTURE AND CHANGE**
  - Develop an understanding of the importance of organizational culture.
  - Learn how culture is created, how it manifests itself within the organization and how organizations can capitalize on their own culture.
  - Learn the basics of organizational change, including why people resist change and how this resistance can be overcome.
  - Understand how culture can promote change and, in turn, how best to manage a change in culture.

- **INTELLECTUAL PROPERTY (IP) RIGHTS**
  - Provide participants with a workday understanding of the four primary systems for protection of proprietary ideas.
  - Enable participants to identify workplace behaviors, which may compromise the organization’s intellectual property (IP) interests.
  - Enable participants to recognize opportunities to increase the organization’s revenue by “capturing” IP, which may be undervalued.
  - Alert participants to major “gotcha” IP problem areas, which tend to spawn litigation and loss.
  - Provide each participant with concrete IP “takeaway” action items applicable within his/her individual sphere of influence.
Compare economic and psychological theories of decision making under uncertainty. This comparison will be based on results of a number of surveys by Nobel Prize Laureate, Daniel Kahneman.

Discuss a number of common cognitive biases in decision making under uncertainty.

Discuss escalation of commitment.

Discuss a number of business implications of cognitive biases.

Identify and analyze the forces underlying the globalization of economic activity.

Appreciate and assess the competitive implications of structural and demographic changes in the world economy.

Analyze the impact of national culture on the organization’s business practices and risk exposures.

Identify an organization’s corporate social responsibility and appreciate the complexities of CSR implementation across multiple political jurisdictions.
Learn the fundamental concepts of integrated supply chain management.
Experience through computer simulation how information can become distorted in the supply chain and lead to erratic system performance.
Discover how the actions taken to optimize one component/function of the supply chain can have an adverse impact on system performance.
Examine the major drivers of supply chain performance.
Identify the impact of supply chain execution on project cost, schedule and quality.
Examine how leading companies use organizational relationship and information technology to enable efficient and effective supply chain execution.

Strategic Analysis of Market Opportunities: including analysis of company, industry, competitors and customers, segmentation analysis, target market selection, branding and product positioning/value proposition.
Marketing Mix Strategy: elements included in the marketing mix, including core strategies for product and price.
Marketing Decision-Making Process: systematically organize the relevant issues to make appropriate decisions about marketing strategies and programs, based on analysis of the marketing situation. Financial analysis of marketing decisions is stressed.
International Issues: marketing strategy in the global environment.
“We have seen tremendous value from these courses and from having them both in College Station and within the regions of the Eastern Hemisphere. Every person who takes a CED course, without fail, tells me it is the best course they have ever taken. The CED training has helped create many opportunities for me within Halliburton. It has shown me, most of all, how much the company cares about employees’ growth and development.”

CINDY BIGNER PATMAN
Senior Director – Corporate Affairs & Diversity Initiatives, Halliburton
ADVANCED LEADERSHIP

15+ years management experience

TRANSFERABLE LEADERSHIP COMPETENCIES

Define the term “competencies” and why they are critical for employee development.

Discuss competencies the organization has identified for leaders at various levels within the organization.

Identify how the organization’s competencies are tied in with employees’ talent profile and succession planning.

FOREIGN EXCHANGE RATES AND RISK MANAGEMENT

Understand international parity conditions, which mathematically link inflation rates, interest rates and forward rates with expected spot exchange rates.

Discuss how violation of parity conditions results in optimal arbitrage, speculation and hedging in the foreign exchange market.

Learn how to measure transaction and economic foreign exchange risk exposure of an organization and how to hedge it.

PRESENTING WITH INTEGRITY

Understand the goals of the introduction and the conclusion.

Use physical space and movement to your advantage.

Clearly communicate your objectives.

Believe what you are saying is important.

Employ audience analysis techniques (How to answer questions, and then get back on track, etc.).

Use presentation software intelligently (rules of PowerPoint).

After the first round of team presentations, the professor meets with the entire class to provide feedback and then meets with each team to discuss individual recommendations for improvement.

LEADING PROJECT GROUPS AND TEAMS

Understand the differences in managing project teams versus other types of teams (e.g., work teams, production teams, etc.).

Improve project team leadership skills.

Understand the role of conflict in team effectiveness.

Apply project teamwork concepts to the David Fletcher case.

Determine whether or not teams make better decisions than individuals (and how to fix things if they do not).
LEADING WITH YOUR STRENGTHS

Discuss the utility of strengths development for creating success.
Cite examples of companies using strengths, and identify the usefulness of the tool for these organizations.
Examine the shadow side of strengths and possible negative impacts of mismanaged talents.
Describe examples of other students’ strengths in action.
Evaluate the utility of strengths as a tool for professional and personal development.

BUSINESS WRITING THAT WORKS

Appreciate the importance of effective written communication.
Identify the characteristics of successful business writing.
Learn how to cultivate an active, natural and concise business writing style.
Understand how to use the “paramedic method” for revising prose.
Increase awareness of the changing landscape of business communication (email, texts, blogs, websites, etc.).
Develop a keen sense of the importance of ethical communication.

PROFESSIONAL PRESENCE

Appreciate the importance of effective verbal communication.
Identify the characteristics of successful verbal communication.
Understand the critical differences between written and oral communication.
Learn to deal with public speaking anxiety.
Apply lessons learned in the Leading with Your Strengths session.
Discover new ways to create and work with more impactful PowerPoint slides.
Learn how to cultivate a natural, enthusiastic, audience-focused speaking style.

FINANCIAL EVALUATION OF BUSINESS OPPORTUNITIES

Review key concepts of level 1 and 2 programs, and continue to enhance student comfort level in working with financial statements.
Understand additional evaluative measures (Enterprise Value, EBITDA, and Free Cash Flow) in financial analysis.
Use discounted cash flow techniques in valuation.
Identify the importance of estimates and earnings management techniques.
Understand the importance of disclosures to understand financial statements and potential acquisition risks.

CRISIS MANAGEMENT

Understand the focal areas of crisis management, including contingency planning, crisis recognition, crisis containment and crisis resolution.
Learn the effectiveness of a leader’s actions before a crisis occurs.
Discuss the role of intuition in crisis management: how it can be both a strength and a liability and when it is appropriate to use.
Understand that communication is one of the key drivers of effective crisis management.
Explore core concepts in international business strategy.

Understand factors that affect firms’ international business strategies such as the cost of doing business abroad, institutional distance and the integration responsiveness matrix.

Understand the international business strategies of multinational enterprises in different institutional and cultural contexts, particularly in developed and emerging economies.

Understand the importance of aligning the firm’s strategy for internationalization with its organizational structure and human resource practices.

Apply core concepts to mini-case studies of existing multinationals’ international business strategies and in a self-study of the organization.

Be able to project pro-forma financial statements using a percent-of-sales model and plan for external financing requirements.

Understand the interactions among dividend policy, financing policy and growth strategies and the impact of those interactions on the firm’s external financing requirements.

Understand the economic determinants of bond values and the associated mathematics.

Evaluate the risk of bonds and how bond characteristics are related to their risk.

Understand the economic characteristics of the organization’s long-term debt.

Apply the discounted cash flow (DCF) model to the valuation of the organization’s stock.

Understand alternatives to DCF valuation of the organization’s stock.
Learn the key branding elements and strategies that world class companies activate to enhance profitability, especially in challenging times.

Learn to apply proven marketing communication tips and powerlines to regularly inspire and engage customers, co-workers and staff.

Conduct both a personal and company brand assessment to help leverage the best combined assets that you and the organization have to offer.

Distinguish between two broad motivational approaches, intrinsic motivation and extrinsic motivation.

Use an exercise to identify which of four broad, fundamental goal strivings motivate each student (to identify their strengths and weaknesses).

Illustrate how motivational techniques are used in organizations, including current utilization within the organization, as well as their effectiveness.

Address how to utilize rewards to supplement the intrinsic motivation realized through job re-design after accounting for the individual’s personality and the societies’ culture.

Discuss a strategic approach to the workforce staffing process.

Evaluate different predictors of job performance and other workplace behavior.

Identify and assess various selection methods.

Understand cross-cultural and national differences in employment laws and staffing methods.

Know the full costs (and benefits) attributable to employee turnover.

Understand the traditional employee withdrawal process and the limitations associated with the process.

Identify alternative ways to retain valued employees besides increasing job satisfaction.

Understand how to properly assess employee job satisfaction and reasons for leaving, including common mistakes made by organizations.

Identify practices of particular importance in retaining younger employees.
Define the term “competencies,” and why they are critical for employee development.
Discuss competencies the organization has identified for leaders at various levels within the organization.
Identify how the organization’s competencies are tied in with employees’ talent profile and succession planning.

Identify signposts that build empowered teams to continually meet the challenge of change.
Understand generational differences and what each brings to the workplace.
Specify techniques to motivate each generation; discover mutually acceptable solutions.
Identify employee disengagement, and learn how to get teams back on track.
Assess the characteristics of tomorrow’s successful organizations (from Jim Collins’ “Good to Great”).

Use the ramp formula to get your audience’s attention.
Organize material for maximum impact.
Develop transition statements that signal important information, and keep the presentation moving.
Develop effective delivery strategies to keep an audience engaged.
Identify the stages of effective rehearsal.
Make your sense of humor and personality work for you.
Manage PowerPoint slides intelligently (purpose, number and goal).
Anticipate tough questions, and prepare responses.
Use relaxation techniques for overcoming nervousness.

Discuss mergers and acquisitions from an historical perspective.
Understand alternative valuation techniques in mergers and acquisitions.
Examine the most current quarterly financial statements for ability to acquire another firm.
Discuss non-financial factors that impact the acquisition decision.
Develop team presentations determining the viability of a given potential acquisition using case studies.
LEADERSHIP EXCELLENCE FOR EXECUTIVES

LEADING EFFECTIVE GLOBAL VIRTUAL TEAMS

Describe the strengths and weaknesses of teamwork and how to leverage the former and compensate for the latter.

Explain the added complexities when teams are multicultural and geographically dispersed, and identify best practices in addressing the special challenges faced by global, virtual teams.

Apply concepts to the organization’s global teams.

LEADING FROM WITHIN: DEVELOPING SELF-AWARENESS

Learn that the first step in becoming an effective leader is self-awareness, and that self-awareness is a critical component of emotional intelligence.

Take the Birkman Method Motivational Assessment prior to arriving and receive a detailed report about personality, leadership and decision making tendencies, optimal work environments and personal stress behaviors.

Read an assigned case, which will highlight how developing self-command (self-awareness, self-regulation and monitoring the needs of self vs. others) allows individuals to lead others to rise to ethical challenges, moral dilemmas or difficult sets of responsibilities. The differences between “leading from behind” as opposed to “leading from the front” will be discussed in detail.

CORPORATE GOVERNANCE

Identify governance-related issues that led to the financial frauds experienced by Enron, WorldCom and others in the early 2000s.

Understand how Sarbanes-Oxley has affected corporate governance in the United States.

Identify “best practices” of elements related to corporate governance, such as the election of board members, existence of term limitations on board service and services provided by independent auditors.

Identify issues of interest to shareholders through items raised for vote at annual shareholders’ meetings.
THE CENTER FOR EXECUTIVE DEVELOPMENT’S MISSION IS TO EDUCATE AND EMPOWER TRANSFORMATIONAL LEADERS FOR A GLOBAL SOCIETY

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