



Program Catalog 2016-2017
FEATURING NEW COURSES



SMU Cox Executive Education

Our mission is to help you achieve yours.

Business may never be usual again, but the economic odds finally favor growth. In an environment poised for expansion, you and your business have to seize opportunities and anticipate hidden risks.

Whether you're charting the path of your own career or guiding the success of an entire organization, SMU Cox Executive Education arms you with the knowledge and know-how it takes to create and sustain success.



Our professional development courses and custom learning solutions:

- Prepare managers and professionals for the next steps in their careers
- Accelerate the progress of high-potential managers to positions of greater responsibility
- Access underutilized sources of talent
- Improve leadership bench strength to offset retiring executives
- Identify opportunities for cost savings and efficiency improvements
- Improve the quality of decision-making
- Support innovation to stay ahead in a fast-changing industry
- Improve service quality

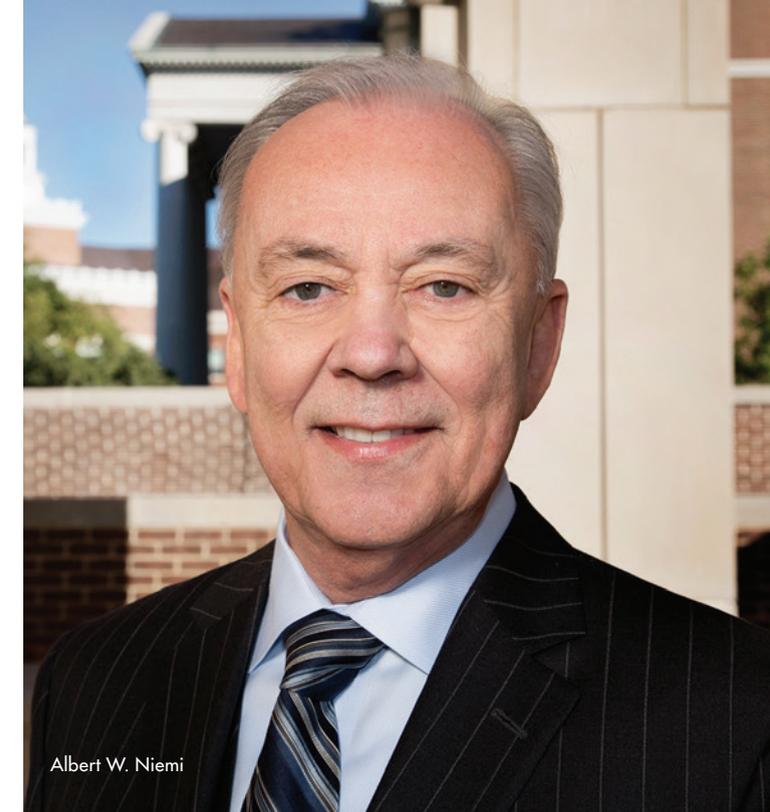
In 2016, we've introduced four programs that meet today's opportunities head on:

- **Mergers & Acquisitions**—an in-depth, roll-up-your-sleeves course on driving deal success—from targeting and valuation to negotiation and closing—taught by a seasoned M&A expert who's one of our Executive MBA program's most highly rated professors.
- **Rising Latino Leaders**—an innovative development experience for high-potential Latino leaders who are excelling as individual contributors or moving into supervisory and management positions for the first time.
- **Digital Strategy**—a deep dive that equips you to maximize the impact of technology in your company's planning, processes, products and relationships.
- **Consultative Selling**—An interactive learning experience that will give you the skills to nurture long-term customer relationships and help prospects understand how you can help them meet their objectives.

We invite you to experience the world-changing content of SMU Cox—on campus or in a custom program delivered wherever you need it. You'll expand your mind, accelerate your career and transform your organization.


Albert W. Niemi
Dean
SMU Cox School of Business


Frank Lloyd
Associate Dean, Executive Education
SMU Cox School of Business



Albert W. Niemi



Frank Lloyd

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Professional Development Courses

Advanced individual learning in the critical topics that drive success

There are no prerequisites for participation in any of the courses in this brochure. In addition to the programs described here, the SMU Cox School of Business offers graduate certificate programs in business creation, business intelligence, finance and marketing. To learn more, please visit cox.smu.edu/certificates.

Southern Methodist University will not discriminate in any employment practice, education program, education activity or admissions on the basis of race, color, religion, national origin, sex, age, disability, genetic information or veteran status. SMU's commitment to equal opportunity includes nondiscrimination on the basis of sexual orientation and gender identity and expression. The Executive Director for Access and Equity/Title IX (Title IX of the Education Amendments of 1972, 20 U.S.C. §§ 1681-1688) Coordinator is designated to handle inquiries regarding the nondiscrimination policies, including the prohibition of sex discrimination under Title IX. The Executive Director/Title IX Coordinator may be reached at the Perkins Administration Building, Room 204, 6425 Boaz Lane, Dallas, TX 75205, 214-768-3601, accesssequity@smu.edu. Inquiries regarding the application of Title IX may also be directed to the Assistant Secretary for Civil Rights of the U.S. Department of Education.

The Essentials of Finance & Accounting for Non-Financial Managers

September 13 – 15, 2016
March 7 – 9, 2017

Format: Three days, 8:30 a.m. – 4:30 p.m.

Cost: \$2,995

Group discounts available when multiple attendees from the same organization register together.

CPE Hours: 24

This three-day program will arm you with a basic understanding of the accounting and finance concepts you need to assess your performance—and the performance of your competitors. You'll learn how to read, interpret and analyze financial statements. You'll also learn forecasting and financial-planning approaches to help you with the budgeting process. You'll get the basics of net present value and capital budgeting techniques to apply when evaluating projects. You'll gain an understanding of the role of costs in corporate decision making, including cost-volume-profit relationships, the role of costs relevant for different decision scenarios, and the incentive effects of cost allocations and their interplay. You'll also review performance evaluation techniques and their relationship to incentives. Ultimately, you'll learn to use financial information to make better strategic business and investment decisions.

Who should attend Managers at all levels who work in non-financial areas • Technical managers with profit/loss or budget responsibilities • Individuals targeted for promotion • Anyone seeking a better understanding of basic finance and accounting

Topics Fundamental accounting and finance concepts • Introduction to balance sheets, income statements and cash flow statements • Defining and using key financial ratios to assess the company's performance • Using accounting and financial data to plan for the future • Time value of money and capital-budgeting basics • Understanding commonly used investment analysis techniques • Understanding cost/volume/profit relationships • Performance metrics and measurement-based strategy implementation and performance evaluation

Faculty

Hemang Desai, Ph.D., Robert B. Cullum Professor of Accounting, Accounting Department, SMU Cox School of Business

Jody Magliolo, Ph.D., Professor, Accounting Department, SMU Cox School of Business

Ram Venkataraman, Ph.D., Instructor, SMU Cox Executive Education

Michel R. Vetsuypens, Ph.D., Professor, Finance Department, SMU Cox School of Business

NEW Mergers & Acquisitions

May 9 – 11, 2017

Format: Three days, 8:30 a.m. – 4:30 p.m.

Cost: \$4,495

Group discounts available when multiple attendees from the same organization register together.

CPE Hours: 24

Buying and selling companies or assets can be one of the fastest paths to growth and revenue—but it's not always the safest. M&A transactions have a major impact on shareholders, lenders, employers, customers, vendors and competitors. Make smart decisions and get it right, and the upside can be enormous. Taught by a proven dealmaker and respected academic in the SMU Cox Executive MBA program, this three-day course digs deep into M&A from the perspectives of company selection, deal structure and price determination using interactive lectures, hands-on exercises and real-world case studies. You'll understand how buyers and sellers use M&A to enhance shareholder value and overall competitiveness; explore the factors that increase the probability of a successful transaction; know how to formulate defensible rationale in support of proposed transactions; gain skills to screen potential combinations of acquiring and target firms that are likely to create value for both buying and selling shareholders; and learn sophisticated valuation techniques for determining an appropriate price in a negotiated transaction.

Who should attend Business development officers • Chief financial officers and finance directors • Business analysts • Division and unit heads pursuing acquisitions • Leadership teams or board members involved in selling a company

Topics

How both buyers and sellers can create value in M&A • Developing the themes and rationale behind acquisition proposals • Alternative valuation techniques • Estimating the nature and value of synergies • Determining bid and walk-away prices • Differences between public and private company M&A • Differences between strategic and financial buyers • Control premiums • The due diligence process and best practices • The primary elements of purchase agreements and deal structures • Lessons from deal failures • Keys to winning M&A transactions

Faculty

Jeffrey Allen, Ph.D., Post-Tenure Clinical Professor of Finance, Finance Department, SMU Cox School of Business; Executive Vice President and Chief Financial Officer, Navigator Energy Services

Certificate in American Capitalism

February 21 – 23, 2017

Format: Three days, 8 a.m. – 12:30 p.m.

Cost: \$1,500

Includes all materials, parking, breakfasts, breaks and lunches.

CPE Hours: 12

For more than 40 years, Albert W. Niemi, dean of the SMU Cox School of Business, has been fascinated by the U.S. economy. In this wide-ranging three-morning certificate course, Dean Niemi will share his insights about the road we've traveled and the critical shifts that lie ahead. You'll explore how the states' constitutional economic power is determining winners and losers in the fight for jobs; how Americans became the world's most heavily taxed people; causes of the growing gap between rich and poor; how our eroding education advantage is affecting the U.S. workforce; the impact of higher spending and taxation on our competitive position; and closer to home, why Texas has the best business climate in the nation.

Who should attend Business leaders at all career levels • Entrepreneurs • Interested citizens

Topics

Structural change in the American economy

- The rise and fall of American manufacturing
- The automobile industry: creative destruction at work
- Labor unions: the good, the bad and the ugly
- The technological revolution in agriculture and the destruction of rural America

Human resource issues: the changing face of the American workforce

- Immigration and the U.S. economy
- The changing economic situation for minorities
- The evolving role of women in the workforce
- The disappearance of the middle class
- Rich and poor: the growth of inequality in the U.S.

Global competition and America's future

- The constitution of the United States of America
- The growth of government and the drift toward socialism
- Growth in entitlement programs and defense spending
- Competition in America: the rise and fall of cities and states
- Texas vs. California: why Texas is winning the battle for jobs
- Challenges to America's global standing

Faculty

Albert W. Niemi, Dean, SMU Cox School of Business

This program is presented by the Albert W. Niemi Center for American Capitalism. To learn more or register, please contact the center at 214.768.3096 or niemicenter@smu.edu.

16th Annual SMU Cox Summer Business Institute

June 5 – 30, 2017

Format: Four weeks with sessions Monday – Friday, 9 a.m. – 4:30 p.m.

Cost: \$6,495; \$7,495*

*with housing on SMU campus and breakfast and dinner in dining hall. \$500 discount for applications made by March 31, 2017. Payment plans available.

If you're a university student or a recent graduate seeking to strengthen your business skills, the SMU Cox Summer Business Institute is a powerful one-month solution. Designed for current college students with non-business majors and professionals within five years of graduation, the Institute brings you insights from the best professors in the Cox School of Business—outstanding teachers who are recognized leaders in their fields. In just four weeks, class discussions, field trips and group presentations will give you a solid background in the business basics you'll need to launch a successful career.

Who should attend The SMU Cox Summer Business Institute is a four-week, non-credit business certificate program. We invite current college students and recent graduates with non-business majors to apply.

Topics

- Introduction to financial reporting and financial statements
- Constructing financial statements • Financial statement analysis and financial planning • Introduction to ratio analysis • Beginner Excel • Fundamentals of marketing and market segmentation • Market pricing and demand • Marketing environment and consumer behavior • Product/service marketing and marketing communications • Resumes and interviewing • Presentation skills • Balanced scorecard • Economics • Entrepreneurship • Time value of money • Personal finance • Costs in financial statements and cost behavior • Relevant costs for decision making • Valuation of stocks and bonds • Risk, return, basics of portfolio theory • Business law

Faculty

Academic Director Hemang Desai, Ph.D., Robert B. Cullum Professor of Accounting, Accounting Department, SMU Cox School of Business

“The Certificate in Leadership was refreshing, thought provoking and very useful. I really enjoyed every single session. I’ll cherish the moments I spent making new friends and learning so much.”

Dinesh Ramasvamy, Principle Consultant, Ericsson



“Mergers & Acquisitions gave me a deep understanding of the real-world application of finance to the deal-making process. You’ll gain a thorough understanding of valuation, due-diligence and other M&A essential. You’ll also learn the fundamentals of integration and the impact it has on a business.”

Allison Taylor Dewan, Vice President Corporate Development, General Employment Enterprises

SOUTHERN METHODIST UNIVERSITY

Developing a New Generation of Energy Leaders: Strategic Financial Skills

In Association with the Maguire Energy Institute

April 3 – 7, 2017

Format: Five days, 8 a.m. – 5 p.m.

Cost: \$6,350

Includes materials; breakfasts, lunches, breaks; one group dinner. Group discounts available when multiple attendees from the same organization register together.

CPE Hours: 40

This comprehensive weeklong program uses a hands-on approach to help you understand and master the energy sector's financial essentials. You'll share ideas and discuss industry issues with participants from around the world in small discussion groups and lively classroom sessions. You'll meet mid-level to senior-level professionals from many segments of the energy industry and a variety of functional areas within their companies. By the end of the week, you'll have a working knowledge of the key areas of financial management.

Who should attend Mid-level and senior-level non-financial managers wishing to achieve financial literacy in an energy-industry setting • Financial managers wishing to sharpen their skills, broaden their base of knowledge and relate their functional skills to a broader, general management context

Topics Business strategy and value creation • Financial accounting techniques • Financial analysis and planning • Economics of oil and gas markets • Financial engineering—hedging commodity price risk • Capital budgeting • Capital acquisition and cost of capital • Value creation in the oil industry

Faculty

Academic Director Michel R. Vetsuypens, Ph.D., Professor, Finance Department, SMU Cox School of Business

Hemang Desai, Ph.D., Robert B. Cullum Professor of Accounting, Accounting Department, SMU Cox School of Business

Mike Davis, Ph.D., Senior Lecturer, SMU Cox School of Business

Amar Gande, Ph.D., Associate Professor of Finance, SMU Cox School of Business



API-U, the training programs offered by the American Petroleum Institute, has selected this course as part of its continuing-education curriculum for oil and gas professionals.

Developing a New Generation of Energy Leaders: Strategic Leadership Skills

In Association with the Maguire Energy Institute

May 1 – 5, 2017

Format: Five days, 8 a.m. – 5 p.m.

Cost: \$6,850

Includes materials; breakfasts, lunches, breaks; one group dinner. Group discounts available when multiple attendees from the same organization register together.

CPE Hours: 40

This high-powered week will change the way you think about leadership forever. Research shows that effective leaders have developed a pattern of success based on critical competencies honed throughout their careers. In this program, you'll be exposed to a highly creative faculty who will give you the tools to think and work differently as you move through the leadership roles and challenges of the next decade.

Who should attend Mid-level managers, directors and vice presidents who are positioned to take on significant leadership roles • Other individuals who have been identified as having the potential to be leaders in their organizations

Topics Understanding effective leadership and its critical role in energy, oil and gas • 360-degree assessment review and feedback • Building and leading high-performance teams • Managing performance • Strategic thinking and negotiation • Creating a culture of accountability • Decision-making and execution processes • Engaging and retaining top talent

Faculty

Academic Director Miquel A. Quiñones, Ph.D., O. Paul Corley Distinguished Chair, Management and Organizations Department, SMU Cox School of Business

Jay Carson, Ph.D., Assistant Professor, Management and Organizations Department, SMU Cox School of Business

Jerry E. Magar, Instructor, SMU Cox Executive Education

Robin L. Pinkley, Ph.D., Professor, Management and Organizations Department, SMU Cox School of Business

Jeff Strese, M.E., Executive Director, Human Resources, SMU



API-U, the training programs offered by the American Petroleum Institute, has selected this course as part of its continuing-education curriculum for oil and gas professionals.

“After attending this program, I came away with a better understanding of how to leverage my strengths as a leader, recognize my weaknesses and apply pragmatic skills to real-world workplace challenges. Every executive or manager who attends this program will emerge with a deeper understanding of leadership.”

Paul Treadwell, Vice President of Operations, Parsley Energy



Today’s successful leaders are broad thinkers with a global perspective that extends far beyond their own self-interest. In 10 challenging sessions, this dynamic course for midlevel and experienced leaders will transform your leadership vision and approach from the inside out. You’ll master the nuances and challenges of building teams beyond your work group—inside and outside the organization. You’ll develop your own personal style of authentic leadership that enables you to coach others, nurture talent and lead change across organizations and multigenerational teams. You’ll learn how to maximize your company’s most valuable, volatile asset—human capital—and strengthen your skills in strategic thinking that looks beyond the crisis of the hour.

Who should attend Mid-level managers • Experienced leaders with new responsibilities • Entrepreneurs and business operators

Topics The foundations of leading for success—two powerful, energizing models • Authentic influence—motivating action through effective leadership communication • Strategic thinking to innovate and execute • Understanding and building organizational culture • Leveraging human capital resources to build an effective organizational strategy and infrastructure • Coaching for improved performance—creating an environment that encourages people’s best • Thinking strategically in the evolving global landscape—demography, geopolitics and strategy • Innovation and risk taking • Leading change that works • When things go wrong

Faculty

Program Director Cheryl Jensen, M.B.A., Managing Director and Chief Executive Officer, C&S Knowledge Company LLC
World-class business professionals and expert faculty from SMU Cox School of Business

Certificate in Leadership

September 13 – November 15, 2016
February 21 – April 25, 2017

Format: 10 weeks with sessions on Tuesday evenings, 6 p.m. to 9 p.m.
Cost: \$3,895
Group discounts available when multiple attendees from the same organization register together.
CPE Hours: 30

Certificate in Management

September 20 – November 29, 2016
February 28 – May 2, 2017

Format: 10 weeks with sessions on Tuesday evenings, 6 p.m. to 9 p.m.
Cost: \$3,895
Group discounts available when multiple attendees from the same organization register together.
CPE Hours: 30

If you're a frontline manager or moving into management for the first time, this powerful 10-session course will arm you to handle the toughest managerial challenges. You'll learn how to lead successful teams and navigate today's economic, technological and organizational transformations. You'll learn how to become a more agile, resilient leader and understand how to address interpersonal conflict and manage the stress of leadership. Because hiring and retaining top talent is critical, you'll explore job design, job requirements, legal issues, and selection tools and challenges. You'll learn the manager behaviors that position employees for success—and which behaviors to avoid. You'll gain tools for building relationships with key constituents and learn skills to deal with potential and real disasters that might affect your organization. In the end, you'll understand how to create a work environment that motivates people and boosts results.

Who should attend New managers and supervisors • Individuals preparing to assume more responsible roles in their organizations • Entrepreneurs

Topics Leading high-performance teams—a powerful model for today's business environment • Challenges and changes for managers on the move • Using insights to work and lead more effectively • Selecting the best people—challenges and tools • Motivating others—effective behaviors that bring out employees' best • Collaboration and negotiation to build relationships with key constituencies • Difficult conversations and managing conflict • Leading in a volatile, uncertain, complex and ambiguous environment • Managing leadership stress • Inclusive leadership—creating a human capital advantage

Faculty

Program Director Cheryl Jensen, M.B.A., Managing Director and Chief Executive Officer, C&S Knowledge Company LLC

World-class business professionals and expert faculty from SMU Cox School of Business

The Corporate Executive Development Program is an innovative experience for Hispanic managers in Fortune 1000 companies. Delivered in three phases over nine months, the program provides participants with knowledge and tools to accelerate their progress as executives and achieve superior business results. Each three-and-half-day phase includes instruction combined with intervening project work and individual development activities.

Who should attend Participants are mid-level Hispanic managers with track records of success and potential to ascend to executive positions. They're sponsored by senior executives in their business area and by executives responsible for developing talent in their organizations.

Topics

Phase 1: Leading with authenticity. You'll develop a stronger sense of self and understand the power of culture in executive development. You'll understand how to use individual, corporate and national culture with intention to achieve optimum individual and business performance.

Phase 2: Leading high-performance teams. You'll learn to leverage cultural diversity to maximize unit and team performance and work effectively across borders. You'll apply key coaching and mentoring tools to develop talent and gain institutional knowledge.

Phase 3: Becoming a corporate leader. You'll learn to apply heightened cultural awareness and develop social capital needed to lead enterprise-level strategy, innovation and change. You'll gain an understanding of roles and behaviors associated with the highest levels of corporate leadership, including community engagement.

Assessment. After acceptance, you'll undergo an assessment of individual competencies identified with successful executive leadership. The results will guide one-on-one interaction throughout the program with a mentor chosen for significant experience in a Fortune 1000 company.

Project. Throughout the program, you'll work in teams to create and develop a business project in social entrepreneurship. Teams will present their plans at the end of the program to instructors, advisors, mentors, sponsors and advisory board members.

Faculty

Academic Director Miguel A. Quiñones, Ph.D., O. Paul Corley Distinguished Chair, Management and Organizations Department, SMU Cox School of Business

Corporate Executive Development Program

In Partnership with the National Hispanic Corporate Council

February 6 – 9, 2017—Phase 1
May 8 – 11, 2017—Phase 2
August 28 – 31, 2017—Phase 3

Latino Leadership Initiative

“The Latino Leadership Initiative combines practical leadership principles with insights from rigorous research to address the opportunities of today’s diverse, global market. Together with visionary partners, we’re creating a center of excellence at SMU Cox with unique potential to drive organizational success.”

Miguel A. Quiñones, Ph.D., O. Paul Corley
Distinguished Chair, Management and Organizations Department, SMU Cox School of Business

The SMU Cox Latino Leadership Initiative is a national center of excellence that helps participating companies recruit, develop and retain Latino executives who can drive business growth and create a sustainable competitive advantage.

Opportunity By 2050, Latino and Hispanic Americans will make up nearly 30 percent of the population—almost double their representation in 2005. In 2015, U.S. Latinos wield \$1.5 trillion in purchasing power. Despite these facts, Latinos are underrepresented as corporate leaders and often face slow upward mobility. To address these challenges, SMU Cox Executive Education and 10 founding sponsors launched the Latino Leadership Initiative in November 2013.

Strategic response Our corporate partners benefit from initiatives in four interlinked areas:

Individual development for high-potential Latino managers

- Priority access and discounts to the CEDP
- Priority access and discounts to the Rising Latino Leaders Program
- Guaranteed access and discounts to all SMU Cox Executive Education professional development programs

Exclusive business insights through Latino-focused research

- Access to consensus-driven research on organizational effectiveness and talent management

Organizational development to build multicultural competence

- Priority access to signature talent management events
- Access to compiled industry data and expert recommendations

Industry leadership initiatives in schools and communities

- Partnerships with community organizations that help Latino youth with college access and readiness
- Opportunities to engage employee volunteers and promote the importance of higher education

Corporate sponsors

Champion sponsors AT&T – Lead Champion Sponsor • Walmart – Presenting Champion Sponsor • Baylor Scott & White Health • Cash America • CBRE • EY • JC Penney • Kimberly-Clark • Merck • MoneyGram • Shell • State Farm

Advocate sponsors Aramark • H&R Block

To learn more, please contact Anthony Herrera, Executive Director, at anthony@cox.smu or 214.768.8236.

NEW Rising Latino Leaders

September 19 – 23, 2016

April 24 – 28, 2017

Format: Five days, 8:30 a.m. – 4:30 p.m.

Cost: \$4,995

Group discounts available when multiple attendees from the same organization register together.

CPE Hours: 40

Although U.S. Latinos are the nation’s fastest growing talent pool, they’re underrepresented in management and face slow upward mobility. In response, SMU Cox Executive Education has collaborated with senior executives from the Latino Leadership Initiative’s corporate sponsors to develop the Rising Latino Leaders Program.

This innovative experience prepares participants for success in their first managerial positions and equips them to progress into higher levels of responsibility. Over four and a half days, practical interactive learning experiences, individual assessments and interaction with experienced Latino senior managers help strong individual contributors and supervisors make the transition to dynamic senior leaders.

Participants develop critical business and leadership skills; achieve a deeper understanding of how aspects of Latino culture can affect performance and achievement; gain tools for addressing cultural issues without losing authenticity; and prepare themselves for sustained success at higher levels.

Who should attend High-achieving individual contributors

- Recently promoted supervisors and first-line managers with demonstrated leadership potential

Topics Cultural foundations of Latino leaders • The leadership mindset—becoming an effective leader • Interpreting the Latino market • Essential leadership skills—difficult conversations • Business acumen—financial statements • Business acumen—value creation • Making effective decisions • Motivating others for success • Understanding and developing resilience

Faculty

Academic Director Miguel A. Quiñones, Ph.D., O. Paul Corley
Distinguished Chair, Management and Organizations Department, SMU Cox School of Business

“Winning in a global, high-tech industry requires exceptional people who understand the diverse market segments we serve. For AT&T, hiring and developing talented employees from all backgrounds is a priority. That’s why we proudly sponsor the SMU Latino Leadership Initiative.”

Debbie Storey, Senior Vice President – Talent Development and Chief Diversity Officer, AT&T



This dynamic two-day course will train you to take advantage of the gain-gain approach, today’s most respected method of negotiation. The tools and strategies you learn will prepare you for success in principled and profitable negotiation with peers, clients, customers and adversaries. The course’s interactive design provides individualized attention to help you diagnose your current approaches—and strengthen or replace them with proven, powerful skills. You’ll understand how to avoid common errors and negotiate rationally and effectively. You’ll learn how to separate fact from fiction and reality from perception. And because knowledge is power—you’ll learn how to obtain, provide and withhold crucial information that can determine the outcome. The insights you gain will enable you to be soft on people but tough on issues. Carefully crafted negotiation simulations give you a fascinating, hands-on opportunity to test and refine your skills.

Who should attend This course is designed to enhance the understanding and skills of anyone who wants to become a more effective negotiator. If you’re already respected for your success in negotiation, you’ll refine your skills. If you’re less experienced and less confident, you’ll develop new knowledge and techniques.

Topics

Testing and continually improving your mastery of negotiation skills

- Avoiding common and costly negotiator biases
- Mastering effective first bids, counter bids and strategic anchors
- Assessing the advantage of real and imagined alternatives to settlement
- Understanding the explicit and implicit value your client associates with every outcome
- Understanding the difference between being ethical and being fair
- Assessing real versus perceived sources of power
- Shifting the power balance in your favor
- Painting truthful—but strategic—pictures in the minds of other parties and using them for your benefit
- Acting and reacting more effectively during a negotiation
- Understanding and obtaining the traits of master negotiators
- Determining how you are perceived and creating an image that helps you succeed
- Dealing effectively with the most difficult negotiators
- Conducting an effective post-negotiation debriefing session

Faculty

Robin L. Pinkley, Ph.D., Professor, Management and Organizations Department, SMU Cox School of Business; Creator, Gain-Gain Approach to Profitable Negotiation; Founder, M2M Center for Profitable Negotiation

Master Negotiation I

October 18 – 19, 2016
March 28 – 29, 2017

Format: Two days, 8:30 a.m. – 4:30 p.m.

Cost: \$2,295
Group discounts available when multiple attendees from the same organization register together.

CPE Hours: 16

NEW Consultative Selling

July 19 – 20, 2016
February 14 – 15, 2017

Format: Two days, 8:30 a.m. – 4:30 p.m.

Cost: \$2,295

Group discounts available when multiple attendees from the same organization register together.

CPE Hours: 16

This interactive program will equip you with advanced skills to manage and nurture long-term customer relationships in today's complex sales environment. We've organized the course around the decision-making process—emphasizing how consultative selling can help customers understand what's needed to ensure their objectives are met.

You'll learn and apply a consultative approach to selling designed to bring value from the outset of the customer relationship. You'll learn to support and inspire sales professionals and other customer-facing members of your team to be more effective at delivering customer value. You'll understand how to build customer relationships and trust. You'll learn to prepare for and engage in effective sales meetings with enhanced interpersonal skills and approaches. Proven sales models, seasoned sellers as facilitators, skill practice opportunities and group interactions will enable participants to take their sales performance to the next level.

Who should attend The program is for seasoned sales professionals, consultants and sales managers, as well as executives who are new to selling and must influence and communicate value in a B2B environment.

Topics Bringing value through the sales process to sophisticated and well-informed decision makers • The customer decision making process and how the selling process can help influence it • A consultative approach to bringing value while identifying and influencing customer-targeted outcomes, issues and needs • Gaining access to and influencing customer/client senior executives • Probing, listening and other key communication skill • Objectively qualifying the opportunity • Effective proactive value propositions • Making recommendations, managing concerns and gaining commitment • Developing a personal plan for taking performance to the next level through on-going application, reinforcement and continued learning

Faculty

David Alexander, M.B.A., Executive Vice President at SGA Inc.

NEW Digital Strategy

October 3 – 5, 2016
April 4 – 6, 2017

Format: Three days, 8:30 a.m. – 4:30 p.m.

Cost: \$3,995.

Group discounts available when multiple attendees from the same organization register together.

CPE Hours: 24

In today's always-on, always-connected business landscape, your company has to leverage the entire range of digital technologies—from social media and mobile to the Internet of Things—to compete effectively and deliver stakeholder value. This program will position you to make current and emerging technologies an integral—and effective—part of your overall business strategy. You'll understand how to leverage technology in business processes, products and services, and interactions with customers, suppliers and partners. You'll learn a comprehensive, multifunctional planning approach that encompasses every aspect of your organization—from marketing and operations to workforce considerations and cultural impact—to guide digital strategy and drive digital innovation.

Who should attend Business leaders and entrepreneurs charged with developing and implementing digital and social initiatives • Leaders and teams in strategy, product development, marketing, technology, and operations

Topics

Developing a digital strategy and building it into your business model • Using that strategy to drive digital initiatives • The processes you should support—online and offline • Choosing initiatives that go beyond transactions to support customer decision-making • Stimulating product innovation and benefitting from customer collaboration • Controlling big data and business intelligence • Winning with social and mobile • Innovative customer engagement in social networks • The performance measures that really count • Measuring return on investment from digital initiatives • The change management implications of digital transformation

Faculty

Amit Basu, Ph.D., Carr P. Collins Chair in Management Information Systems; Chairman, ITOM Department, SMU Cox School of Business

Steve Muylle, Partner, Professor of Marketing and Digital Strategy, Marketing Area Chairman, Vlerick Business School; Professor of B2B Marketing, Ghent University

Ulrike Schultze, Ph.D., Associate Professor in Information Technology and Operations Management, SMU Cox School of Business

Building Exceptional Business Strategy

March 1 – 2, 2017

Format: Two days, 8:30 a.m. – 4:30 p.m.

Cost: \$2,295

Group discounts available when multiple attendees from the same organization register together.

CPE Hours: 16

Do it faster, better, smarter and for less. Every day, you're challenged to outcompete with superior value for customers with complex, evolving needs. Sound strategy can guide what you do and how you do it to grow and prosper—not just survive. Over two powerful days, you'll develop answers to the most critical questions your organization faces: How do we deliver value in a way others can't? How are we positioned against current and future competitors? How prepared are we to master volatility? In an interactive format that makes complex concepts easy to understand way, you'll gain practical tools to assess the strategic landscape, analyze how you create value, identify the sources and flexibility of your competitive advantage, and play out scenarios that prepare you for uncertainty and change.

Who should attend General managers and strategic business unit managers • Executives seeking to foster an innovative and entrepreneurial culture • Business owners and entrepreneurs

Topics Uncovering how hidden biases and current competitive strengths can impede strategic thinking • Key strategy concepts and choices • Sources of profit • Value and cost drivers • Discovering new opportunities to create value • The value ladder • Strategic positioning • Competitive strategy and new ways to think about your competition • Sustaining and leveraging advantage through dynamic strategy • Confronting uncertainty • Growth and risk • Resource allocation • Alliances • Diversification • Identifying your business model • A business model canvas to turn new strategies into a viable business model • An enterprise view of your organization • Corporate entrepreneurship • The difference between innovation and entrepreneurship • Navigating the corporate maze • An entrepreneurial framework for implementing new strategies and promoting internal innovations • Strategies to take your company to the next level



Faculty

David T. Lei, Ph.D., Associate Professor, Strategy and Entrepreneurship Department, SMU Cox School of Business

Simon Mak, Ph.D., Professor of Practice in Entrepreneurship, Associate Director, Caruth Institute for Entrepreneurship, SMU Cox School of Business



“Participating in a program like this allows you to open your own mind and exposes you to issues, challenges and opportunities in leading your team. It truly enables you to create a vision for who you want to be as a leader.”

Sarah Carabias-Rush, Vice President of Economic Development, Dallas Regional Chamber

Corporate Solutions

Custom learning and support for your organization's unique challenges

The speed of economic, social and technological change means that the path that was right yesterday may be a dead end by tomorrow. Whether you're an entrepreneur or Fortune 500 CEO, SMU Cox Executive Education can help you navigate the road to success with individualized solutions targeted to today's dynamic challenges.

CUSTOM LEARNING

With SMU Cox Executive Education as your educational partner, you'll co-create powerful learning experiences that position your company and your people to achieve their highest and best potential. Here's a look at the strengths that set us apart.

Collaboration. "The faculty and staff of SMU Cox Executive Education are first rate and really understand our industry. The facilities are superb, and the commitment to collaboration was phenomenal. It's not just a promise—it's a fact."

Harry M. Hutson Jr., Former Director of Leadership and Organizational Development, Devon Energy

Best practices. "In creating and presenting our Advanced Physician Leadership Program, we've been extremely pleased with the resources of the SMU Cox School of Business, which we regard as a world-class educational organization."

Carl Couch, M.D., M.M.M., Immediate Past Chairman, HealthTexas Provider Network; Chairman, Best Care Committee; Director, Physician Champions, Baylor Health Care System

Expert faculty. "Developing a curriculum to meet our needs and a rapidly evolving timeframe required a great partner. We found it in SMU Cox—long known as an innovator in business education. The staff and leadership are remarkably responsive to our needs, and we look forward to a long relationship."

Jesse Oliver, Deputy Executive Director, Dallas Area Rapid Transit

Ultimate flexibility. The most successful leadership programs include training in four integrated areas: individual skills, interpersonal skills, managerial skills and organizational skills. Our flexible menu enables us to create a customized curriculum that fits your culture and priorities.

The perfect setting. Hosting programs at your own facility is always an option. But bringing your team members to SMU's beautiful 210-acre campus sets the stage for a higher level of focus and interaction. Your headquarters is the spacious James M. Collins Executive Education Center, featuring the latest technology and design for adult learning and interaction.

Universitywide resources. From the Collins Center, your on-campus experience expands outward to encompass the rich resources of the entire university. Your team will interact with intellectual powerhouses from across the schools of SMU.

Topics that transform individuals and organizations

- Innovation
- Strategic thinking and decision-making
- Leading high-performance teams
- From conflict to collaboration
- Hiring, engaging and retaining the best
- Coaching for improved performance
- Negotiations
- Managing performance
- Business strategy and value creation
- Financial analysis and planning
- Problem-solving and decision-making
- Leading across generations
- Influence without authority
- Emotional intelligence



“From beginning to end, this entire program has been very rewarding. The material was relevant to today’s business climate, and the instructors were nothing short of top notch. I’ll recommend this program to others.”

Paul Blachowicz, Director, Global Product Management
MoneyGram International



LEADERSHIP DEVELOPMENT

Our Leadership Development services help your organization nurture innovative, collaborative and courageous leaders.

We can help you develop and implement transformational leadership and succession-planning initiatives through assessments, surveys and one-on-one executive coaching. Assessment and survey tools help you target specific competencies for organizational alignment and sustained performance.

Focused coaching supports the development and assimilation of new behaviors and accelerates organization change. We’ll help you tie it all together to retain high-potential, mission-critical talent and develop a robust leadership pipeline.

CONFERENCE SERVICES

The James M. Collins Executive Education Center’s beautifully equipped classrooms and elegant gathering spaces make it an ideal venue for business learning. It’s convenient to Love Field and Dallas-Fort Worth International Airport, close to a variety of hotels and just minutes away from arts, business and commercial centers.

SMU Cox Executive Education provides expert support for large and small meetings and educational events. From facilities to catering, tech support to transportation, lodging to social events, we’ll handle every detail—so you can focus on getting the most from your event.

Start today

Call us at 800.768.6699 or 214.768.3335 today to arrange a consultation with an executive education specialist. Together, we’ll create unique learning experiences that strengthen your organization today and develop the empowered, insightful leaders you need for long-term excellence. To learn more online, visit exed.cox.smu.edu.



Dallas Campus

SMU Cox Executive Education is headquartered on SMU’s beautiful 210-acre campus—an urban oasis just five miles north of downtown Dallas. We offer most of our individual development programs in the spacious James M. Collins Executive Education Center.

Completed in 2005, this 67,000-square foot showplace is part of SMU’s new east quadrangle, which includes the Jerry R. Junkins Engineering Building, the Laura Lee Blanton Student Services Building and the Caruth Engineering Building. The quadrangle, east of SMU Boulevard and Airline Road, is the new eastern gateway to SMU providing a connection between campus and the George W. Bush Presidential Center.

While the exterior of the Collins Center echoes SMU’s traditional Georgian architecture, the interior looks to the future—with academic areas and the latest technology to support a variety of instructional techniques, as well as dramatic reception and gathering areas.



About the SMU Cox School of Business

Founded in 1920, the SMU Cox School of Business offers a full range of undergraduate, graduate and executive education programs, equipping students with the skills, knowledge and experiences they need to succeed in business. Major publications rank SMU Cox among the top business schools in the nation and around the world.

SMU Cox Executive Education helps leaders address critical strategic challenges through:

- Research-based content that's true and tested
- An understanding of business that assures relevance
- A purpose-built learning environment that provides a safe place to think and act differently
- Professional educators who build capability and independence
- Opportunities to collaborate and network with a diverse mix of executives and entrepreneurs
- Access to a full university—ensuring expert instruction in every discipline

Change your world with SMU Cox Executive Education. To learn more, visit exed.cox.smu.edu or call us at 800.768.6699 or 214.768.3335.

Follow our blog

Hosted by Associate Dean Frank Lloyd, the SMU Cox School of Business Executive Education blog explores ideas and trends in management and leadership development. Read and subscribe to posts from Dr. Lloyd, faculty and leading executives at smucoxexeced.wordpress.com.

Our mission is to help you achieve yours.



The SMU Cox School of Business offers its energy, oil and gas programs in association with the Maguire Energy Institute.



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