

TEXAS EXECUTIVE EDUCATION PROGRAM OFFERINGS

WHAT YOU LEARN HERE TODAY, YOU'LL USE TOMORROW.

Accelerate your journey.



The University of Texas at Austin
Texas Executive Education

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

Carmen Castillo
Dell, Inc.



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CEU, CPE, and University Credit

Classes offered by Texas Executive Education can provide Continuing Education Units (CEUs), Continuing Professional Education (CPE) credits or university credits. Please contact us prior to registration for details.

“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



WELCOME

Welcome to Texas Executive Education! For 65 years we've been equipping people with the information and know-how they need to lead, innovate, and navigate in our competitive world.



We're excited about the broad array of programs we're offering. As always, our classes are taught by highly engaging professors from the McCombs School of Business and across The University of Texas at Austin.

Our custom programs also offer organizations the opportunity to tailor courses to a specific group, or to address a key gap they've encountered. In the past several years, our faculty has delivered focused, challenging, and practical learning to teams here in Texas, and around the globe. Please contact us if you're interested in collaborating toward taking your people to the next level.

We look forward to seeing you on our campus, or yours!

Gaylen Paulson,
Associate Dean and Director for
Texas Executive Education

“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



CERTIFICATES

Certificate programs provide academic and intellectual rigor while fine-tuning applicable real-world expertise in a focused series of classes. These programs help impart valuable skills and thought processes to an organization as a whole.

CERTIFICATE REQUIREMENTS

Certificates are completed by taking several courses within a given subject area. Information about core classes, electives, credits, and requirements for each certificate can be found on the website.

CERTIFICATE FORMATS

Courses are offered as a mix of in person, live online, and on-demand options.

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EXECUTIVE LEADERSHIP 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. This certificate should be completed after finishing the Managerial Leadership Certificate, Supply Chain Management Certificate, or Strategic Decision and Risk Management Certificate.

BENEFITS

- Incorporate a broader, more comprehensive body of knowledge and achieve in-depth expertise in executive leadership techniques
- Expand your knowledge in topics directly related to your career and enhance your business acumen
- Become a better communicator and effectively manage challenges in your career, organization, and industry
- Customize your learning path by selecting the courses that match your unique goals
- Take graduate level courses without enrolling in a degree program

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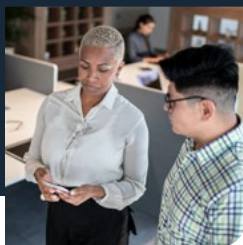


QUALIFYING CLASSES

All 2-day through 5-day courses 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



MANAGERIAL LEADERSHIP CERTIFICATE

The Managerial Leadership Certificate 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 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.

BENEFITS

- Enhance your business acumen and expand your knowledge with graduate-level education
- Become a more effective communicator and effectively manage challenges in your career, organization, and industry
- Customize your learning path by choosing the courses that match your unique goals
- Learn from graduate-level classes without having to enroll in a degree program

LEARN MORE

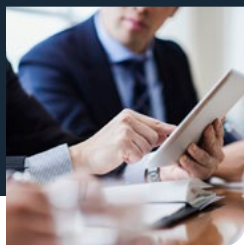


QUALIFYING CLASSES

All 2-day through 5-day courses may be used to fulfill the requirements of this certificate.

“Great program for leaders and managers of all levels.”

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



STRATEGIC DECISION AND RISK MANAGEMENT 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

Leading Strategic Decision Making

We recommend starting with 'Decision Quality' to learn the fundamentals, then proceeding through the rest of the core and elective courses in this certificate.

CORE CLASSES

Choose at Least 2

Decision and Risk Analysis

Human Biases In Decision Making: Avoiding The Traps

Negotiation and Collaborative Decision Making

Modeling and Analytics For Strategic Insight

Multi-Party Decision Making: From Conflict to Resolution

Scenarios and Forecasting: Planning for Uncertainty

Additional detail on course offerings is included in the "Classes" section of this catalog.

LEARN MORE





SUPPLY CHAIN MANAGEMENT CERTIFICATE

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

- Identify some of the major challenges in supply chain management, and answer the fundamental questions around the decision of insourcing versus outsourcing
- Analyze planning and logistics procedures and improve the strategies you use for value creation
- Connect the relationship between supply chain and other areas of the business, including marketing, finance, operations, engineering, logistics, inventory, and transportation

REQUIRED CLASSES

Choosing, Evaluating, and Managing Your Supply Base

Utilizing AI in Strategic Sourcing

Supply Chain Strategy: Thriving in the Age of Disruptions

Additional detail on course offerings is included in the “Classes” section of this catalog.

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

Sean Avitt, Geoscientist,
Railroad Commission of Texas



CLASSES

We offer classes to help you start, change, or advance your career without the need to enroll in a degree program.

→ **VIEW THE CURRENT CLASS SCHEDULE**

<https://www.mcombs.utexas.edu/execed/for-individuals/classes/class-schedule>



CLASS FORMATS

Classes are offered as a mix of in person, live online, and on-demand options. Details may be found on the website.

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.

FACULTY

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

Marcy Conn,
*Partner, Strategic
Decisions Group*

Bruce Judd, PhD
*Strategic Decisions
Group*

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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

This course is required to earn the SDRM Certificate.

“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

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 a better decision maker in both your personal and professional life.

FACULTY

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

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

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 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

There are no prerequisites for this course, but we recommend starting with our 'Decision Quality' class to learn the fundamentals.

LEARN MORE



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.

FACULTY

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

Katherine Weller,
*Principal, Strategic
Decisions Group*

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

There are no prerequisites for this course, but we recommend starting with our 'Decision Quality' class to learn the fundamentals.

LEARN MORE



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

John Scherrer, Program Director, Southwest Research Institute

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.

FACULTY

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

Marcy Conn
*Partner, Strategic
Decisions Group*

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

LEARN MORE



This course is required to earn the SDRM Certificate. Please note that "Decision Quality Make The Right Choice Every Time" is a prerequisite for this course.

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.

FACULTY

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

Steven Tani, PhD
*Strategic Decisions
Group*

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

There are no prerequisites for this course, but we recommend starting with our 'Decision Quality' class to learn the fundamentals.

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“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

MULTI-PARTY DECISION MAKING: FROM CONFLICT TO RESOLUTION

In many decision-making situations, more than one decision body is involved. They each have different goals with differing value metrics. Applying Decision Quality (DQ) principles requires the concepts and tools of Game Theory, Multi-Criteria DQ, and the skills for designing a process for effective collaboration and negotiation.

FACULTY

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

Dima Shamoun, PhD
*Clinical Assistant
Professor, Finance*

Carl Spetzler, PhD
*Strategic Decisions
Group*

BENEFITS

- Understand the DQ Framework and assemble concepts, tools, and skills for applying it in multi-party decision situations
- Diagnose the situation and design the process for collaboration and competition
- Apply game theory to participate in alliances, joint ventures, and negotiations more effectively
- Develop valuations using multi-criteria analysis
- Increase total value and achieve agreement with value transparency
- Quantify risk and use risk sharing to enhance the opportunities for multiple parties

Please note that "Decision Quality Make The Right Choice Every Time" is a prerequisite for this course.

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SCENARIOS AND FORECASTING: PLANNING FOR UNCERTAINTY

FACULTY

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

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

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” or “good possibility” 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

There are no prerequisites for this course, but we recommend starting with our ‘Decision Quality’ class to learn the fundamentals.

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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.

FACULTY

Michael Peterson, MBA
*Lecturer, McCombs
School of Business*

Jim Nelson
*Adjunct Professor of
Strategy and Innovation,
Department of
Management*

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

There are no prerequisites for this course.

LEARN MORE



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

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

CHOOSING, EVALUATING, AND MANAGING YOUR SUPPLY BASE

Today's environment of instability and volatility has exposed poor supplier strategies within many companies. This course will give you insight into the various decisions required to create a robust supply network that will help your organization adjust to fluctuations in the marketplace. This course is targeted for the mid-level executive seeking to move forward in their career by understanding suppliers and supply chain more clearly in an environment of corporate social responsibility.

FACULTY

Michael Hasler
*Lecturer, McCombs
School of Business*

BENEFITS

- Quick review of the procurement process
- Ensuring your commodity strategy is in alignment with the corporate strategy
- Contracting with supplier
 - Type of contract
 - Key clauses
 - Length of contract
- Ensuring number of suppliers and locations for risk and cost
- Manage operations of suppliers
- Understand second and third tier suppliers and risk in the supply network
 - Environmental
 - Operational
 - Governance and social responsibility

There are no prerequisites for this course.

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UTILIZING AI IN STRATEGIC SOURCING

Learn to integrate Artificial Intelligence (AI) into the strategic sourcing process. Gain practical insights and tools to enhance efficiency, reduce costs, and drive innovation in sourcing strategies. Participants will leave equipped with the knowledge and skills to leverage AI technologies effectively in their sourcing processes.

FACULTY

Priya Kumar
Supply Chain Expert

BENEFITS

- **Understand AI Fundamentals:** Gain a foundational understanding of AI, including key concepts, terminologies, and technologies relevant to strategic sourcing
- **Identify AI Opportunities in Sourcing:** Learn to identify and assess areas within the sourcing process where AI can add value
- **Implement AI Solutions:** Develop skills to implement AI-driven solutions, including selecting appropriate tools and technologies, managing data, and integrating AI into existing systems
- **Optimize Sourcing Strategies:** Utilize AI to enhance decision-making, supplier selection, risk management, and cost optimization
- **Evaluate AI Impact:** Measure the effectiveness of AI initiatives and continuously improve sourcing strategies based on data-driven insights

This course requires a basic understanding of strategic sourcing and procurement processes and basic familiarity with data analysis tools (e.g., Excel, Tableau).

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SUPPLY CHAIN STRATEGY: THRIVING IN THE AGE OF DISRUPTIONS

Your supply chains are facing unprecedented challenges coping with a rapidly increasing stream of disruptions from all different directions: new technologies, trade conflicts, sustainability crises, labor shortages, and social change. Learn how to lead your firm in meeting this challenge to not only survive by building the resiliency to satisfy customer expectations, but also how to adapt and exploit opportunities from disruptions to create competitive advantage. This program utilizes gamification, simulation, and case study to bring concepts together and provide participants with immediately actionable concepts and tools.

FACULTY

Edward Anderson
*Professor, Information,
Risk & Operations
Management*

BENEFITS

- Recognizing the causes and effects of disruptions
 - Tech disruption: new business models, transportation, automation, and artificial intelligence
 - Trade conflicts and public policy
 - Gen Y and Z demand for sustainable and ethical supply chains
 - Recognizing the bullwhip and how to minimize
- Developing your resiliency to cope with the effects of disruptions
 - Creating transparency
 - Building supplier relationships
 - Establishing multi-regional supply bases
 - Resilient product and service design
- Creating capabilities to exploit opportunities created by disruption to shape your competitive future
 - Systems approach
 - Creating core supplier neighborhoods
 - Leveraging platform supply chains
 - Wargaming: scenario planning and risk management

There are no prerequisites for this course.

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FACULTY

Katie Pritchett
*Award-Winning
Educator and Practicing
Business Consultant*

Zena Drakou
Lecturer

AI + EQ: A NEW ERA OF LEADERSHIP STRATEGIES

AI provides business leaders with powerful new tools, from unlocking critical business insights to improving operational efficiencies. According to a recent study, the use of artificial intelligence in business operations has doubled since 2017, in large part due to the fact AI technology can be customized to meet an organization's specific needs. While investment in AI is expected to increase greatly in the coming years, to use AI in an effective business strategy an organization must have a clear understanding of its business functions, how AI works, and what aspects of the business can be improved through AI implementation. In this course you'll explore the intricate – and evolving – landscape of AI, to uncover the best ways to leverage and implement AI to benefit your organization and business outcomes.

BENEFITS

- Understand the AI Landscape
 - Explore tangible applications that are reshaping industries, using real-world examples
 - Discover the subtle distinction between AI and automation
 - Delve into successful AI implementations
- Strategize AI Adoption and Leadership
 - Navigate the strategic terrain of AI adoption
 - Explore the pivotal role of leadership
 - Uncover the impacts of AI on businesses, HR, and compliance landscapes
- Explore AI and Human Collaboration
 - Discover the synergies between AI and human intelligence
 - Explore strategies for reskilling and upskilling the workforce through the use of emerging technologies
 - Prepare for the evolving, future landscape of AI collaboration

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NEGOTIATION AND COLLABORATIVE DECISION MAKING

FACULTY

Janet Dukerich, PhD
*Professor, McCombs
School of Business*

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

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

LEARN MORE



There are no prerequisites for this course.

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.

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*

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

Katie Pritchett
*Award-Winning
Educator and Practicing
Business Consultant*

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

There are no prerequisites for this course.

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BUILDING ENGAGEMENT: WHAT LEADERS DO TO MANAGE TALENT AND BUILD ALLEGIANCE

FACULTY

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

Kristie Loescher
*Senior Lecturer,
Management*

Raj Raghunathan
Professor of Marketing

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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

There are no prerequisites for this course.

"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

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.

FACULTY

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Communication and
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Deirdre B. Mendez, PhD
*Associate Director,
Center for Global
Business, McCombs
School of Business*

Angela McDermott
*Lecturer, Management,
McCombs School of
Business*

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

There are no prerequisites for this course.

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LEADING CHANGE

In today's competitive world, you're faced with the challenge of how to do more with less in an environment where the velocity of change is increasing. The ability of a firm to quickly adapt to changing competitive conditions and to fundamental shifts in labor markets is a very important predictor of success.

BENEFITS

- Discard your fear of change and embrace new opportunities for growth
- Appreciate your organization's culture and use it to implement changes
- Learn what you and your organization can do to create a culture that is change-enabled
- Learn what skills are essential to lead and manage a team where change is the constant
- Articulate your new vision to your employees to generate cooperation
- Learn to generate commitment, loyalty, and performance when everything seems different than it used to be

There are no prerequisites for this course.

FACULTY

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

Luis Martins, PhD
Professor, McCombs
School of Business

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FOSTERING INNOVATION AND CREATIVITY

Organizations recognize the need for innovation in order to be more efficient and competitive. But how do you rigorously execute tried-and-true, well-thought-out strategies without crowding out innovation and creativity? More than one "innovative" company stagnated and declined because they didn't pursue, or couldn't capitalize, on new ideas. This program focuses on the fundamental challenge of utilizing your existing capabilities while exploring innovations to support your future. You will discuss the challenges of simultaneous exploration and exploitation and learn tools and techniques to enable your organization and team to execute and innovate at the same time.

FACULTY

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

Mellie Price
*Assistant Professor
of Instruction in the
McCombs School of
Business*

BENEFITS

- Generate new value through innovative business models
- Drive creativity and ideation in individuals and teams
- Anticipate and prepare for organizational politics
- Implement creativity tools and design thinking to expand opportunities

There are no prerequisites for this course.

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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.

FACULTY

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

Kristie Loescher
*Senior Lecturer,
Management*

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

There are no prerequisites for this course.

LEARN MORE



“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 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.

Course includes "Lessons from Lady Bird Lake," an interactive, outside-the-classroom rowing experience that cultivates leadership and teamwork skills.

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

There are no prerequisites for this course.

FACULTY

Melissa Murphy
*Lecturer, Management
Department at the
McCombs School of
Business*

Donald Ruse
*Assistant Professor
of Instruction,
Management
Department*

Luis Martins
*Professor and
Zlotnik Family Chair,
Department of
Management*

Gaylen Paulson
*Associate Dean, Director
of Texas Executive
Education & Senior
Lecturer, Department of
Management*

Katie Pritchett
*Award-Winning
Educator and Practicing
Business Consultant*

LEARN MORE



FINANCE AND ACCOUNTING FOR NON-FINANCIAL MANAGERS

Are you fluent in the language of business? Do you understand the tradeoffs between risk and return? Apply analytical skills to make informed decisions and interpret your company's liquidity and profitability. Gain insight into how accounting data drives your company's financial performance, and solidify the foundation to make better financial management decisions.

FACULTY

Eric Hirst,
Professor of Accounting

James (Jim) Nolen,
*Distinguished Senior
Lecturer, Finance*

BENEFITS

- Effective communication of financial goals
- Methods to evaluate financial performance
- Decision making based on financial strategies

There are no prerequisites for this course.

LEARN MORE



PERFORMANCE MANAGEMENT AND CONTROL: WHAT GETS MEASURED GETS DONE

Analyze performance management and control systems, including structured measurement models, analytical techniques, and system biases to discover impact on the behaviors of your team. Establish a grounding in proven measurement techniques while addressing cost-benefit issues. Employ better performance measurement systems to create a culture of planning, execution, and accountability.

FACULTY

Brian Lendecky, CPA
Senior Lecturer,
McCombs School of
Business

BENEFITS

- Measure and evaluate employees using short-term and long-term performance metrics
- Evaluate advantages and disadvantages of measures in a performance management system
- Measure what you want done
- Question and rationalize the key performance metrics that you are utilizing
- Discuss budgeting techniques and best practices
- Consider the human dynamics of budgeting
- Evaluate the financial criteria of the Balanced Scorecard
- Analyze and interpret budget-actual variances and assess responsibility for them

There are no prerequisites for this course.

LEARN MORE



“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—regression—for discovering, analyzing, and forecasting relationships. Apply regression to past relationships, looking for trends, seasonal patterns, and hidden correlations that can predict 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.

FACULTY

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

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

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 model's applications

There are no prerequisites for this course.

LEARN MORE



PREDICTIVE ANALYTICS WITH MACHINE LEARNING AND DATA MINING

FACULTY

Maytal Saar-
Tsechansky, PhD
*Associate Professor,
McCombs School of
Business*

LEARN MORE



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

There are no prerequisites for this course.



“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



CAPITALIZE ON YOUR STRENGTHS. FILL IN YOUR GAPS.

Interactive Competency Map

Completely free and personalized, this valuable tool is designed to match courses to development areas to help advance your education and your career.



A structured framework for professional self-assessment

- Clarify strengths and possible knowledge gaps
- Identify actionable professional development steps to bridge gaps
- Receive an email summary of results for future reference

TRY IT NOW →





SPECIALTY PROGRAMS

Texas Executive Education offers a variety of Specialty Programs, which are longer in duration than our Open Enrollment courses and targeted at specific skill sets.

- Specialty Leadership Programs
- Specialty Energy Programs
- Specialty Industry Programs

LEARN MORE



Explore the Specialty Programs we are currently offering on our website.



PARTNER PROGRAMS

- Business Analytics
- Artificial Intelligence
- Cloud Computing
- Digital Marketing
- Project Management
- Product Management

Explore the Partner Programs we are currently offering on our website.

LEARN MORE





EARN DIGITAL BADGES

Texas Executive Education offers digital badges upon completion of select courses and certificate programs. Once you complete the applicable program, you'll earn a digital badge you can showcase on your LinkedIn profile to verify your skills and achievements. When someone clicks on your badge, they will see specific information about your credential and how you earned it.

[LEARN MORE](#)



WOMEN WHO MEAN BUSINESS

EXECUTIVE LEADERSHIP PROGRAM

Taught by Gay Gaddis and Lynn Utter



The Women Who Mean Business program is designed specifically to arm already successful leaders with the tools and perspectives they need to not only stay and thrive in the workplace, but to achieve their full potential. The program offers real-world experiences and the tools needed to help high-potential leaders rise to the top.

PROGRAM AT-A-GLANCE

- 4 sessions, 2-days per session
- Program duration is 8 months
- Cohort size is limited to 40 participants
- Organizations may select up to 3 participants to attend
- Application or nomination is required
- A certificate will be presented upon completion

LEARN MORE



“I’ve literally never been in a group of women like this before. It has been inspiring and it actually feels like a place where I belong.”

Christina, Fall 2021 Cohort

HEALTHCARE INFORMATICS AND HEALTHCARE IT (HIIT)

Prepare for a Variety
of Careers in Health IT
ONLINE PROGRAM



Build on your prior education and transform your learnings into a career in one of the fastest-growing industry sectors, or refresh your current skills if you're already working in the field. Gain the skills, competencies, and support you need for digital health positions. HIIT courses allow direct, active participation with current electronic health record software systems through exercises based on clinical scenarios. Learn to analyze, visualize, and exchange healthcare data using HL7, MS Excel, SQL, and Tableau. No previous healthcare or technical experience is required.

FULL-TIME, 9-WEEK ONLINE PROGRAM

- Mixture of live and asynchronous content
- Full time 40 hours/ week (Monday - Friday) for 9 weeks
- Online with one optional session in Austin

FLEXIBLY-PACED, ASYNCHRONOUS ONLINE PROGRAM

- Take one or more courses in a self-paced format
- Each course requires 1-2 hours of work per day
- 80-90 hours of content included total

OVER 90% OF STUDENTS SEEKING HEALTH IT JOBS WERE PLACED
WITHIN ONE YEAR OF FINISHING THE PROGRAM.

LEARN MORE



WINNING! WHAT AUTO RACING TEACHES US ABOUT SUCCESS IN BUSINESS

LEADERSHIP ACCELERATOR PROGRAM

Winning in business requires leaders to align their strategy, decision making, organization, and talent in a way that results in consistent execution, backed by a continual push toward the finish line. Participants are brought together to learn practical lessons from companies, teams, and faculty with a proven track record of winning, using professional auto racing as a foundation from which to learn. This program is designed for senior leaders who want to develop the capability to drive execution and consistently win.

BENEFITS

- Create and implement winning strategies
- Make decision making a core competency
- Build and sustain high performing teams
- Drive successful execution

PROGRAM AT-A-GLANCE

- 3-day, application-based program
- Class capped at 20 participants
- Courses held at the UT campus and Circuit of The Americas

LEARN MORE



CUSTOM PROGRAMS FOR YOUR ORGANIZATION

Designed for the specific challenges your team is facing.

Custom Programs at Texas Executive Education offer a one-of-a-kind learning experience tailored specifically to your organization. We offer customized curricula, from leadership to strategy to design thinking. We utilize a range of dynamic and immersive learning techniques delivered on our campus, or a location of your choice just about anywhere in the world.



LEARN MORE



HOW TEXAS EXECUTIVE EDUCATION WORKS WITH YOU

Get to Know You



Design Your Program



Deliver Your Program



Evaluate Your Program

- Understand goals, gaps, and opportunities (interviews, competency mapping, 360° surveys)
 - Review key corporate vision and priorities
 - Refine learning objectives
-
- Select best faculty to define learning objectives
 - Ongoing client review and input
 - Integrate content, delivery, and strategic intent
-
- Utilize a range of methods (cases, simulations, exercises, experiential learning)
 - Build teamwork in addition to delivering content
 - Deliver world-class learning experience for success
-
- Optional 30- 60- and 90-day follow-up surveys
 - Client reviews

OUR LEARNING PROCESS

Virtual Preparation and Pre-Reads

- Set program expectations through supervisor's meeting and other communication with participants
 - Set the stage via structured e-learning with regular teleconferences and pre-reads
-

In Person Learning

- Lecture-discussions
 - Cases, role plays
 - Simulations
 - Experiential exercises
 - Company projects
 - Participation of company sponsors
 - Program assessment and participants evaluations
-

Reinforcement and Application

- Follow-up webcasts
- Coaching
- Program assessment: 90-day participant feedback on application of material

FLEXIBLE DELIVERY OPTIONS TO MAXIMIZE IMPACT

BRING YOUR TEAM TO UT

Getting away from the office can offer your team a dedicated time to focus on the goals at hand away from the normal disruptions. UT offers world-class facilities to support groups of any size for a day, a week, or even longer.

MAKE YOUR OFFICE A CLASSROOM

We'll bring a customized program to you. This is a great option to reduce costs or minimize time away from the office for busy teams.

FLEXIBLE DELIVERY OPTIONS

Our Custom Programs are designed to meet your needs, and can be delivered in the format that works best, whether that is in person or online.

PREMIER PARTNERSHIPS

Partnering with Texas Executive Education can help your organization develop and retain your best people as part of an overall learning and development strategy.

Our premier partners become collaborators on new program ideas and pilot programs at Texas Executive Education. They also enjoy the following benefits:

- Consultation regarding the organization's needs, and development of a matrix of goals and competencies mapped to available courses
- Dedicated relationship manager to assist with individual and group registrations
- Corporate-level discounts for open enrollment programs, with a graduated scale depending on planned usage
- Simplified invoicing for multiple registrations





To learn more about partnership levels and options, please visit our website.



“Embarking on UT's Executive Education programs has been an incredible journey! Their innovative solutions and dedicated team have not only streamlined my workflow, but have also opened new avenues for growth and learning in my professional career. I can confidently say that partnering with Texas Executive Education has been a game-changer for me.”

CFO at Gontor



THE UNIVERSITY OF TEXAS SPEAKERS BUREAU

POWERED BY TEXAS EXECUTIVE EDUCATION

Tap into the wealth of knowledge and inspiration at the UT Campus

The UT Speakers Bureau is your gateway to powerful perspectives from renowned scholars, researchers, and professionals at The University of Texas at Austin. We offer an expansive roster of speakers and thought leaders, ready to share their diverse expertise and insights. Through interactive presentations, these experienced speakers will ignite intellectual curiosity and captivate your audience. The UT Speakers Bureau can also help to plan your event, freeing you up to focus on delivering an exceptional experience.

To learn more about the Speakers Bureau
or book a speaker for your event, please contact:

Ashley Toscano
Custom Programs Administrator,
Texas Executive Education
ashley.toscano@mcombs.utexas.edu

BENEFITS

- Experienced Speakers
- Interactive Presentations
- Seamless Experience





AT&T EXECUTIVE EDUCATION CENTER



ROBERT B. ROWLING HALL

AT&T EXECUTIVE EDUCATION AND CONFERENCE CENTER

PLACES TO LEARN

The AT&T Executive Education and Conference Center and adjoining Rowling Hall provide you with tier-1 University resources and world-class facilities conducive to learning all located under one roof. The Center encompasses 40,000 square-feet of meeting and function space, including a 300-tiered amphitheater, an 800-seat divisible ballroom, and breakout rooms that can be configured for any need.

PLACES TO MEET

Additional features include on-site underground parking and three on-site restaurants: The Carillon, Gabriel's, and the One Twenty Five Café. The private Tejas Dining Room is also available for conferences and special events. Rowling Hall, located directly next door, is a new facility that offers additional state-of-the-art classrooms, conference, and meeting spaces.



AN ARRAY OF MEETING SPACES TO MEET YOUR NEEDS

HOTEL ACCOMMODATIONS AND AMENITIES

297 guest suites with exceptional views of the city, the UT Tower, and the hotel's inner courtyard. All rooms feature complimentary high-speed internet, flat-panel HDTVs with AT&T U-verse®, and multiple HBO® channels. Amenities include a Fitness Center that is open to guests 24 hours a day, a heated outdoor pool, umbrella tables, and comfortable lounges. Bicycle rentals are also available.





TEXAS EXECUTIVE EDUCATION CONTACTS

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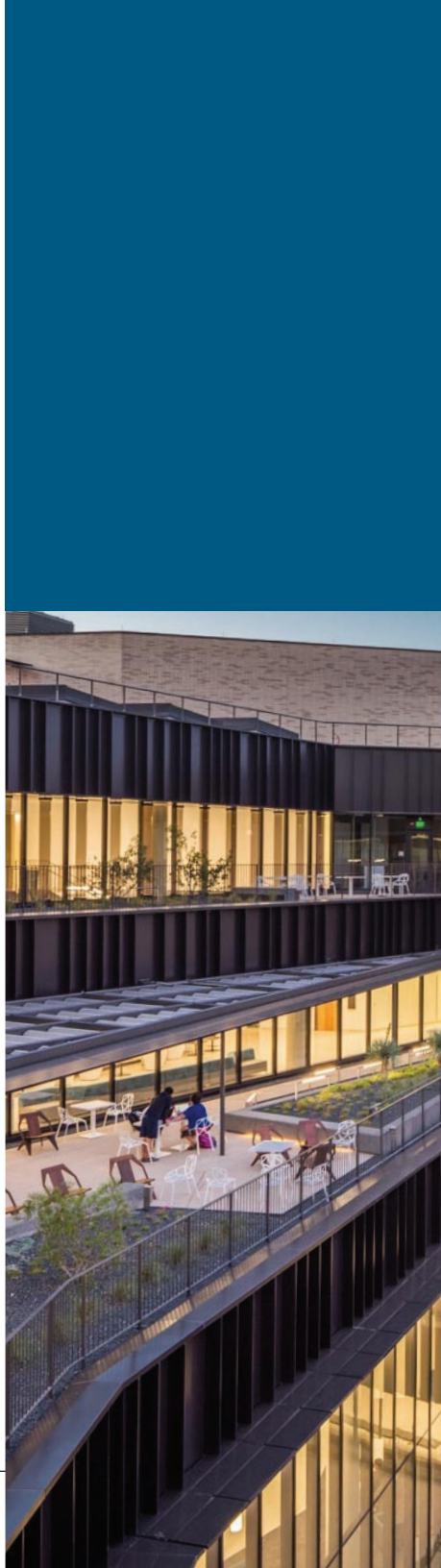
Cheryl Bates
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cheryl.bates@mcombs.utexas.edu

To register for a class:

Online: <https://www.mcombs.utexas.edu/execed/for-individuals/classes/class-schedule>
Phone: 512-471-5893

Mailing Address:

Texas Executive Education
McCombs School of Business
The University of Texas at Austin
P.O. Box 8424
Austin, TX 78713-8424



“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





The University of Texas at Austin
Texas Executive Education