

Executive Management Program

Two time-phased weeks
 April 11-16 and May 9-14, 2010
 October 10-15 and November 7-12, 2010



Program Objectives

The Executive Management Program provides a framework for making strategic decisions that impact your organization. Specifically, the program prepares you to identify changing patterns within your competitive environment, formulate and implement growth strategies, align processes for organizational effectiveness, and lead successfully in complex situations. It holistically integrates the knowledge, vision, and processes required of the senior executive to set business objectives and achieve results.

Program Benefits

The Executive Management Program is conducted in a uniquely interactive environment. You will work with our best and most experienced faculty--two of whom have been named Top 10 leadership coaches--to apply concepts and tools to real challenges you face. As a result you will:

- develop a broad global perspective,
- acquire deep strategic insights,
- understand the impact of corporate culture on organizational transformation, and
- build networks and resources to achieve personal and organizational goals.

Plus, you will engage with other successful executives to expand and challenge your own perspectives. You will return to your responsibilities with a greater clarity and direction that can immediately impact your organization.

Program Content

The intent of the Executive Management Program is to maximize your personal and professional development. Our learning approach is to provide frameworks and tools that, when combined with your experience and expertise, will enable you to more quickly identify what is happening in your business and what actions to take. The program is carefully designed to take you through a logical thought process that elevates you from your current level of understanding and ability to a higher level of expertise. We use three techniques to help you personalize this learning:

- **First**, faculty leaders present topics that reflect how companies work, discuss how these concepts are being applied in organizations around the world, and discuss with you how they apply to your situation. Faculty draw upon their consulting and real-world experience, as well as personal research and academic perspective.
- **Second**, to analyze your current environment using real data, you will use two assessment tools (overall

organizational assessment and personal leadership assessment) to gather information on yourself and others in your organization. One, unique to Penn State, is the Strategy, Leadership, Culture Questionnaire (SLCQ®), a simple but powerful process that measures 18 critical dimensions of organizational effectiveness. Feedback from the instrument and coaching by the faculty provide important personal and organizational insight that, when combined with new perspectives and tools, form the basis of real change.

- **Third**, the applicability discussions are a focal component in sessions. Unlike the approach of the majority of other schools, we are not case-driven. You will leave with a well-developed perspective on *your* business and an action plan for your leadership role.

Major content areas include:

- **Business Growth**
 - Understanding the life cycle of organizations
 - Assessing market opportunity
 - Developing compelling market strategy
 - Defining and designing competitive business architecture
 - Developing a global business strategy
 - Using organizational networks for market success
 - Understanding and using innovation for sustained competitive advantage
 - Evaluating IT trends and opportunities
- **Operational Effectiveness**
 - Market valuation and driving shareholder value
 - Aligning core capabilities with competitive strategy
 - Measuring value creation
 - Maximizing supply and value chains
 - Assessing culture, climate, and influence for organizational alignment
 - Implementing innovation as a collaborative process
 - Building a succession planning program
- **Leadership Competency**
 - Communicating, leading, and managing organizational change
 - Driving strategy implementation and execution
 - Tapping creativity in search of innovation
 - Managing in networked organizations

This program also includes optional individual coaching sessions. Faculty Leader Craig McAllaster will cover in depth with you your 360 Feedback reports and will work with you on leadership style and personal effectiveness.

Who Should Attend

This program is for seasoned executives with significant management experience who make strategic decisions at the corporate or division level. It is designed to benefit those who wish to broaden their strategic perspective and leadership effectiveness, and those positioning themselves for promotion into top roles.

Note to Government Professionals: This program fulfills much of the Executive Core Qualifications (ECQ) required for Senior Executive Service.

Penn State is also on the 2009 approved list of providers of executive training for the Navy's Civil Engineer Corps.

Faculty Leaders

The **Executive Management Program** will be presented by top faculty members from Penn State and other leading institutions. Please visit <http://www.smeal.psu.edu/psep/emp.html> to view their vitae. Planned faculty include:

Joseph L. Cavinato: Professor of Supply Chain Management, Thunderbird (The American Graduate School of International Management)

Duane "Andy" Gustafson: Assistant Professor and Director of the Managerial Communication Program, Smeal College of Business

Virginia Tucker: Senior Executive Development Consultant, Smeal College of Business

Craig M. McAllaster: Dean and Professor of Management, Crummer Graduate School of Business, Rollins College

Steven Sawyer: Associate Professor of IST, Penn State

Albert A. Vicere: Executive Education Professor of Strategic Leadership, Smeal College of Business

Rockney Walters: Professor of Marketing, Indiana University

J. Randall Woolridge: Professor of Finance and The Goldman, Sachs and Co. and Frank P. Smeal Endowed University Fellow, Smeal College of Business

William Rothwell: Professor of Workforce Education and Development, Penn State

Robert Macy: Clinical Assistant Professor of Entrepreneurship, The Smeal College of Business, Penn State

Paul Almeida: Associate Professor and a Dean's Faculty Fellow, McDonough School of Business, Georgetown University

"Excellent program — exceeded my expectations in every way. I came to learn about growth strategy, especially implementation ideas, and I got them. . . . [The program leaders] were terrific and went out of their way to maximize our overall experience."

—Deborah Dollard,
Director, Services Strategy,
The Boeing Company

Program Dates

Two time-phased weeks:

April 11-16 and May 19-24, 2010

October 10-15 and November 7-12, 2010

Location

This program will be conducted at the Penn State University Park campus in State College, Pennsylvania, and held in private, modern executive education facilities.

Program Hosts

Penn State Executive Programs the executive education division of Penn State's Smeal College of Business, has been serving the development needs of the world's business leaders since 1954, providing both open-enrollment and custom programs. Nearly 42,000 executives from 43 different nations have participated in programs on topics ranging from strategic leadership to supply chain management.

Fees

The program fee for the Executive Management Program is \$15,950. This includes all instructional materials, private room accommodations, and meals.

We support team participation to maximize the impact of learning. Teams of three or more receive significant savings. Please call for details on all of our special participation options.

We accept MasterCard, Visa, Discover, and American Express.



Related Programs

➤ Developing Managerial Effectiveness

Participants emerge from the program with a broadened set of leadership skills and an expanded perspective on strategic, financial, and leadership issues.

<http://www.smeal.psu.edu/psep/dme.html>

➤ Aligning Strategy, Leadership, and Culture: Keys to Competitive Advantage

Participants learn new ways of assessing appropriate operational focus, developing long-term direction, and leveraging human resource systems that promote organizational effectiveness and financial performance.

<http://www.smeal.psu.edu/psep/lwi.html>

➤ Executive Program for Women Leaders

Participants learn essential beliefs, behaviors, and techniques that result in greater visibility and career opportunities as well as overall confidence and competence as business leaders.

<http://www.smeal.psu.edu/psep/epwl.html>

Registration

Class size is limited. Reserve space via phone or e-mail (Phone: 814-865-3435; Toll Free: 800-311-6364; FAX: 814-865-3372; E-mail: psep@psu.edu). Then apply online at <http://php.smeal.psu.edu/psep/apply/>