EXECUTIVE DEVELOPMENT PROGRAM

- Location: Knoxville, Tennessee
- Duration: Four non-consecutive weeks
- Tuition: $13,750 (includes textbook, materials, meals and lodging)
- Class size is limited

1. PARTICIPANT PROFILE
The Executive Development Program is designed to meet the needs of middle and upper-level managers being groomed for increasing responsibilities in today’s global marketplace. The typical participant is an experienced manager (10 – 15 years) involved in organizational planning and policy decision-making, and who has managed senior staff personnel and other managers. Industries represented have included electronics, consumer products, automotive, food, metals, chemicals, forest products and a wide range of services.

2. OVERVIEW
In today’s global economy, a firm’s success is limited to its ability to consistently provide the best value to its customers. This requires that companies continuously improve all aspects of their business — including internal training and development. The Executive Development Program is designed to assist in this process by filling knowledge gaps, sharpening previously-learned techniques and developing new skills so that participants can broaden their managerial perspectives.

3. KEY OBJECTIVES
- Provide a multi-functional broadening program not oriented toward any single management discipline or type of organization
- Instill the concept that an organization’s existence and survival depends upon meeting parameters which customers value
- Learn to accept responsibility for the continuous improvement of the organization’s operations in order to remain a global competitor
- Help managers incorporate the key concepts of customer value, managing variation, managing strategic organizational systems, continuous improvement, quality, and productivity into their managerial paradigm and behavior
- Better understand the external environment within which the organization must operate

4. METHODS OF INSTRUCTION
The course places strong emphasis on interactive learning. Instructors provide a balance of theory and application through such action learning techniques as interactive lectures, question-and-answer sessions, case studies, computer simulations, analysis/presentation, videotaping and small-group exercises.

5. FACULTY
The Executive Development Program is taught by key faculty of The University of Tennessee, nationally recognized professors...
from other universities, and outstanding consultants and business executives. Program faculty members include:

- **Dr. Alex Miller**, William B. Stokely Professor of Management. Alex's research is focused on facilitating innovation in large organizations, especially through strategic planning, new corporate ventures and broad-based organizational change.

- **Dr. Jim Reeve**, Deloitte and Touche Professor of Business and Accounting. Jim is the founder of the Cost Management Institute. He has extensive experience in the application of activity-based management within lean production systems. Jim has taught in North and South America as well as Europe and Asia.

- **Dr. Bruce Behn**, Assistant Professor of Accounting. Bruce has considerable experience in helping companies evaluate their businesses to improve financial performance. He teaches in several CEE programs, as well as the domestic, Taiwan, and Physicians EMBA programs offered by U.T.

- **Dr. Ernest Cadotte**, Professor in the Department of Marketing, Logistics and Transportation. His research interests include customer satisfaction, channel distribution and survey instruments. He developed a market analysis program for technology transfer at Oak Ridge National Laboratory and has worked with a number of technology-based companies. His complex, computer-based business simulation is used in more than 40 universities and in numerous executive training programs around the country and in Europe.

- **Dr. Bill Parr**, Professor of Statistics. Bill integrates statistics with other key areas of business management such as customer value, systems management, and managerial leadership. He also manages the Lean Graduate Internship Program.

- **Dr. Tom Mentzer**, Harry J. and Vivienne R. Bruce Excellence Chair of Business Policy at The University of Tennessee and course owner for the new UTCEE program, *Sales Forecasting Management*.

- **Bruce Fisher**, Professor of Accounting and Business Law at The University of Tennessee. Dr. Fisher has been President of the American Business Law Association and of the Southeast Business Law Association, and he served as attorney for the General Counsel's Office of the U.S. Environmental Protection Agency. He has written three business law books, including the sixth edition of *Legal, Ethical, and Regulatory Environment of Business*.

- **John M. Wachowicz, Jr.**, Professor of Finance at The University of Tennessee. John is an internationally published writer. He is co-author of the book *Fundamentals of Financial Management*, currently in its ninth edition, and he is co-author of *Financial Management and Policy in Australia*, currently in its 4th edition. John received his Ph.D. in Finance from the University of Illinois and is a CPA.
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Sarah Fisher Gardial, Assistant Dean of the MBA Program at The University of Tennessee. Her primary expertise and research interests are in the areas of customer satisfaction and value; the decision processes of customers and consumers; consumer information processing; and buyer-seller relationships. With Bob Woodruff, she is co-author of Know Your Customer: New Perspectives on Customer Value and Satisfaction. She has conducted training and workshops for several organizations including Procter and Gamble, Eastman Chemical and TRW.

Lyle Yorks, Professor of Management Science at the Eastern campus of Connecticut State University and the coordinator of the graduate program in Organizational Relations. He is also a faculty member of the Executive Development and Management Development Programs at The University of Tennessee and of the executive Programs at Louisiana State University. Lyle currently serves as a principal in the Marshall group of Scottsdale, Arizona, and as a management consultant specializing in the practical application of behavioral science principles to managerial and organizational problems. He has conducted management training programs throughout the United States, Canada, Europe and Latin America. His books include A Radical Approach to Job Enrichment, Outplacement Techniques (co-authored with William Morin), From Management Theory to Business Sense (co-authored with David A. Whitsett), Dismissal (co-authored with William Morin), and Scenarios of Change.

6. FACILITIES

Classes are held in the executive classrooms of The University of Tennessee Center for Executive Education. Specifically designed facilities promote program-group interaction in an environment conducive to applied discussion, feedback and the development of relational networks which frequently continue well beyond the on-campus experience.

Accommodations are single-occupancy rooms at a nearby hotel.

7. SPECIAL FEATURES

The Executive Development Program covers four non-consecutive weeks. This split-week design allows participants to return to work at the end of each session and begin implementing course principles immediately.

Spouses of participants attend the last two days of week four and are invited to participate in special seminars, the closing dinner, and graduation.

8. COURSE CONTENT

Five integrated learning themes permeate the four-week program.

Theme One: Determining and Delivering Customer Value.

Customer value is the basis for success in a global environment. Executives must
understand the concept of what customers value as well as the differences between customer value and customer satisfaction — and to integrate these concepts into the organization.

Benefits for the participant include an understanding of:
- The concepts of value, satisfaction and service
- How to incorporate these concepts into marketing strategy
- How to identify and deliver a customer-focused value structure

Benefits for the organization include:
- A value analysis model for the organization’s customers
- An executive knowledgeable in critical customer value analysis and implementation strategies

Theme Two: Developing and Implementing Strategies that Work.
Organizations need executives who can think and manage strategically. The best strategic plans come from developers who understand key competitive challenges and incorporate proactive plans to respond to these challenges. Effective strategies must draw upon all of the organization’s resources to address opportunities and issues afforded by these challenges.

Benefits for the participant include:
- First-hand experience in strategic analysis, formulation and implementation within their organization
- An analysis of and plan based on the strategic issues facing the organization

Benefits for the organization include:
- A detailed “first pass” of a strategic plan based on strategic analysis, strategy formulation efforts and implementation issue assessment
- A manager with the experience to participate in a more broad-based strategic planning effort

Theme Three: Leadership Skills for the Changing Organization.
Throughout the program, participants will examine a model of leadership and the various leadership skill areas. These areas include transformational and motivational leadership; managing conflict, change and diversity; and dealing with performance problems, individual differences and group success. Participants will experience a variety of formats (experimental exercises, case studies, role playing, group exercises) to refine and strengthen their leadership skills and abilities.

Benefits for the participant include:
- An understanding of the skill areas required of an effective leader in changing times
- An Individual Leadership Development Plan (LDP)
- A 360 assessment of his or her own leadership abilities
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Benefits for the organization include:
- An executive with a specific action plan for enhancing his or her leadership skills
- A leader better able to anticipate the interpersonal and interorganizational conflicts caused by constant change
- An understanding of the requirements of upper level management in order to provide the systemic environment for a successful organization

Theme Four: The Essentials of Business Analysis and Strategic Positioning.
Two key elements of the program are internal and external analytical skills. Today’s executive must understand and be aware of tomorrow’s domestic and global economics, monetary policy, financial markets and instruments. It is necessary to have a basic understanding of the historic reasons why U.S. and global business operates as it does. This understanding includes an awareness of how cultural, ethical, political and legal differences — as well as sociological trends — determine the current and future global marketplace. The participant must understand concepts, methodologies and applications for evaluating and improving the performance of the organization.

Benefits for the participant include:
- The ability to interpret financial statements
- The ability use cost information for strategic and operational analysis
- The ability to identify cost, time and quality of activities

Benefits for the organization include:
- The ability to redesign cross-functional systems or processes using an activity-by-organization matrix and activity-cost-by-time chart
- A better understanding of the diverse elements comprising the world marketplace
- An awareness of the impact that diverse elements have on an organization

Theme Five: Effective Decision-Making Skills.
Throughout the program, executives learn and refine strategic decision-making skills. The course culminates in a simulated business exercise during which the participants apply skills which they have been examining, developing and using.

Benefits for the participant and organization include:
- An understanding of strategic planning and execution
- A strengthened functional knowledge of marketing, finance and accounting
- Enhanced decision-making skills in budgeting and cash flow management
- Heightened awareness of interpersonal
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- skills and their impact on future organizational structures
- Practice in analyzing, understanding and delivering customer value

9. CONTACT
For more information on the Executive Development Program, please call or write:

James B. Phillips
The University of Tennessee
Center for Executive Education
708 Stokely Management Center
Knoxville, TN 37996-0575

Phone (865)974-5001
FAX (865)974-4989
E-mail mdc@utk.edu

For late-breaking news on the Center for Executive Education and its offerings, visit our web site at http://mdc.bus.utk.edu

10. RELATED COURSES
Related courses currently offered by the Center for Executive Education include:
- Management Development Program
- Logistics Executive Development Program
- Lean Enterprise Systems Design Institute
- Project Management: Beyond the Techniques
- Engineer/Scientist as a Manager

Competitive Challenges.™
Real-World Solutions.
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### EXECUTIVE DEVELOPMENT PROGRAM SCHEDULE

#### Week One

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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</thead>
<tbody>
<tr>
<td>8:10-11:30 AM</td>
<td>Leadership and Learning</td>
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<tr>
<td>1:00-4:15 PM</td>
<td>Customer Value</td>
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<tr>
<td>Evenining Activity</td>
<td>Evening Case Study</td>
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<tr>
<td>S</td>
<td>Business level Strategy</td>
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<tr>
<td>M</td>
<td>The Manager and the Organization</td>
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<tr>
<td>T</td>
<td>Developing Effective Strategy</td>
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<td>W</td>
<td>New Principles for Management Behavior</td>
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<tr>
<td>R</td>
<td>Leadership Concepts and Skills</td>
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<tr>
<td>F</td>
<td>Case Presentations</td>
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<tr>
<td>S</td>
<td>Homework for Week 2</td>
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<tr>
<td>S</td>
<td>Value Analysis</td>
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#### Week Two

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>8:10-11:30 AM</td>
<td>Presentation of Value Analysis</td>
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<tr>
<td>1:00-4:15 PM</td>
<td>Transformational Leadership</td>
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<td></td>
<td>Structuring Work for Effective Performance</td>
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<tr>
<td>Evenining Activity</td>
<td>Dealing With Others</td>
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<tr>
<td>S</td>
<td>Transformational Leadership</td>
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<td>M</td>
<td>Transformational Leadership</td>
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<td>T</td>
<td>Motivating Others</td>
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<tr>
<td>W</td>
<td>Dealing with Conflict</td>
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<td>R</td>
<td>Understanding Your Style and Others</td>
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<tr>
<td>F</td>
<td>Study of a System</td>
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<tr>
<td>S</td>
<td>Corporate Financial Policy</td>
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<tr>
<td>S</td>
<td>Homework for Week 3:</td>
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<tr>
<td>S</td>
<td>Systems Work</td>
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<td>S</td>
<td>Action Plan on Leadership Skills</td>
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<td>S</td>
<td>Finance Case</td>
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# EXECUTIVE DEVELOPMENT PROGRAM SCHEDULE

## Week Three

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<thead>
<tr>
<th>Day</th>
<th>AM 8:10-11:30 AM</th>
<th>PM 1:00-4:15 PM</th>
<th>Evening Activity</th>
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<tbody>
<tr>
<td>S</td>
<td>Systems Assignment Reports</td>
<td>Systems Assignment Reports</td>
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<td>M</td>
<td>Interest Rates and Financial Instruments</td>
<td>Corporate Financial Policy</td>
<td>Corporate Financial Policy</td>
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<td>T</td>
<td>Corporate Financial Policy</td>
<td>Corporate Financial Policy</td>
<td>Leadership Action Plan Reports</td>
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<tr>
<td>W</td>
<td>Structure of Cost Management</td>
<td>Business Process Redesign</td>
<td>Free Evening</td>
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<tr>
<td>R</td>
<td>Business Process Redesign</td>
<td>Performance Management</td>
<td>Legal Issues</td>
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<td>F</td>
<td>International Environment</td>
<td>Marketplace</td>
<td>Marketplace MBTI Teams</td>
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<td>S</td>
<td>Marketplace</td>
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## Week Four

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<tr>
<th>Day</th>
<th>AM 8:10-11:30 AM</th>
<th>PM 12:30-5:15 PM</th>
<th>Evening Activity</th>
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<tbody>
<tr>
<td>S</td>
<td>Registration and Check-In</td>
<td>Reception</td>
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<td>M</td>
<td>*Strategy and Tactics Applications</td>
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<td>Strategy and Tactics Applications</td>
<td>Strategy and Tactics Applications</td>
<td>Team Strategy Session</td>
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<tr>
<td>F</td>
<td>Finalize Reports, Company Presentations</td>
<td>Company Reviews</td>
<td>Graduation Reception and Dinner</td>
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*A comprehensive management simulation provides the business environment for all strategy and tactics applications sessions.*