

API University/SMU-Cox School of Business

Executive Education Modules

Accounting: Fundamentals and Financial Reporting

What are the key accounting principles that every senior manager should master and what accounting choices must you make? How do these choices impact external financial reporting and what can you communicate through your firm's financial statements? In light of regulatory changes, in these sessions you will master essential information you need to understand the impact of accounting methods and the use of financial statements to communicate company strategy to external stakeholders.

Business Intelligence

How do you successfully manage and use the virtual flood of data available to your firm to make superior decisions and compete effectively? What do you need to know to leverage your information resources to generate superior intelligence capability at all levels, from the operational front-line to the boardroom? These sessions help make sense of the myriad technologies and analytical tools available today – data mining, artificial intelligence, decision support systems, machine learning, neural networks, clustering and association-based reasoning – with emphasis on leveraging your data to create usable information and knowledge that leads to real competitive advantage. You will gain the confidence to ask the right questions to assess your firm's success in developing effective and secure business intelligence processes and infrastructure.

Challenges and Changes for Managers

Managing people and processes in complex organizational settings requires a variety of skills and perspectives. The need to work with a broad array of people in different departments, functions, and businesses will place a premium on managers' abilities to think and work in a cross-functional manner. This session will provide participants with key concepts and ideas that will help managers understand their new roles within their organizations.

- Understand the ongoing transformation of managerial work, responsibilities, and expectations especially between direct report and employees at different levels within the organization,
- Analyze the organizational issues and tradeoffs that accompany the rise of new structures and management practices, especially the rise of team-based organizational design formats, virtual organizations, and outsourcing,
- Develop an appreciation for working cross-functionally among different departments to accelerate decision-making and improve responsiveness to market needs, and Understand how reward systems, corporate culture, and other organizational processes impact how managers think and act on critical issues

Communicating for Results

This session will enhance your listening and presenting skills. Identify barriers that prevent you from listening effectively and polish small-group presentation and communication skills by focusing on how to influence and persuade. Finally, learn how to manage meetings to make them an effective and productive use of time for all involved.

Communication As A Strategic Business Tool

More is expected of executives today. You're expected to be a leader, not just a manager: to motivate people, not just evaluate them. Communication is a key skill for you to have. The problem for business people is that no one agrees what good communication actually means. This program arms you with a philosophy of communication and an analytical business model. You will be able to apply it throughout your career. Further, this program aims to dramatically change your view of communication. We'll review some basic principles of the new view of communication, look at the implications for business strategy and for your own communication skills in a stimulating, thought-provoking and entertaining way.

Objectives:

- Analyze and evaluate business communication,
- Examine a new philosophy based on what the listener remembers versus "educating the listener",
- Learn to abandon traditional mind set and the "illusion" of communication and focus on it as a strategic business tool.

Conflict Resolution	Conflict is a natural part of any work environment, whether you're working one-on-one or as a team member. You'll examine the many sources, causes, and types of conflict often found in the workplace. You'll also learn how to use conflict resolution techniques to gain positive outcomes in many difficult situations.
Corporate Governance	As a senior manager, what sorts of questions should you be able to answer if asked by your board directors? What level of expertise must you have? What should shareholders expect from you as a company leader? How do you prove you are enhancing corporate value and performance while acting in the best interests of shareholders? In light of regulatory changes and intense board scrutiny, becoming an educated senior manager is a necessity, not an option. These sessions are designed to help you understand essential information you may be asked to provide your board on financing, accounting methods and disclosure, governance, succession planning, compensation and litigation.
Developing Customer Driven Competencies	The market has become a forum in which customers play an active role in creating and competing for value. They do this by becoming a new source of knowledge and competencies for the organization. Customers now help companies co-develop products, shape product expectations, and share their experiences with other customers. Firms must now be willing to take advantage of customers' insights, skills, and willingness to learn and experiment. This session will explore the ways that organizations are dealing with the new ways customers are evolving, how to benefit from customer-driven competencies, and how to thrive in this new marketplace reality.
Evaluating Financial Performance	<p>This session focuses on how practicing managers can better utilize accounting-driven data to better plan and manage their activities. Our focus will be on employing financial ratios to understand and to measure performance effectively at the appropriate unit level. We will also address how accounting systems can provide other useful information that enable managers to improve their departments and/or divisions. At the conclusion of this session, we will specifically address EVA and value chain analysis.</p> <ul style="list-style-type: none"> • Identify strategic indicators that help create value, • Measure segment performance through the use of ratio analysis, • Integrate the balanced scorecard approach with economic value analysis.
Finance: Financial Planning and Capital Budgeting	How do you successfully anticipate and plan for the financial needs of your firm then compete effectively for funding? What do you need to know as a senior manager to understand and exploit the capital markets while effectively managing the flow and control of corporate financial resources? In these sessions you'll gain a sound foundation in capital budgeting and the management and analysis of cash-flows.
Financial Accounting Understanding Financial Statements	<p>Financial statements are written in a language all their own. This session addresses the three primary financial statements - Income Statement, Balance Statement, and Cash Flow Statement - from the perspective of the user of financial information. Interrelationships among the statements will be highlighted, and the impact of operations on financial statements will be discussed.</p> <ul style="list-style-type: none"> • Build an understanding of the concept of "fair value" that underlines financial reporting, • Establish the links between the financial statements and supporting footnotes, Understand the uses and limitations of financial data, • Recognize how recent changes in reporting operations affect the clarity and transparency of the data.
Financial Management: Creating Value Through Investment	<p>Examines the role of the financial manager, exploring how firm value can be enhanced through investing decisions. Primary topics for discussion include the time value of money concept, discounted cash flow, and other measures of investment attractiveness, tradeoffs between risk and return, and capital budgeting decisions. Participants will also discuss how to screen investments and choose the best of several good opportunities.</p> <ul style="list-style-type: none"> • Explore the key decisions facing financial managers, • Discuss the goals of the investment or capital budgeting decision, • Understand the (opportunity) cost of capital and how it can be estimated, • Discuss the key methods used to evaluate investments, • Examine techniques to evaluate mutually exclusive investments and investment choice under capital rationing.

Financial Markets	What do you need to know about the world of investment bankers, securities traders, brokers, financial managers and advisors, and specialists? How do you leverage the primary, secondary and financial markets in order to build your firm's value? What do you need to know about evolving regulatory pressures? Here you will learn the language of the markets.
Global Business Strategy	How will your firm survive and prosper in an increasingly global marketplace? How do you best respond to global competition, the rapid spread of technology, the overnight copying of product features and relentless cost cutting? These sessions focus on a diverse set of topics that every senior leader must master to compete successfully in the rapidly changing world in which you compete. Possible topics include exploring modes of entry to foreign markets, evaluating whether to hedge foreign exchange risk, assessing cross-border projects, understanding international mergers and acquisitions, evaluating off-shore outsourcing opportunities and managing host government relations.
Implementing Change	Most change efforts look good on paper. The problem is that change initiatives happen in the real world and affect real people. Change efforts fail because managers fail to create a sense of urgency, fail to get buy-in, and tend to focus on only organizational benefits. In this session, you will learn the skills necessary to be a successful change agent.
Intrepreneurship: Turning Ideas Into Strategic Opportunities	The heart of entrepreneurship, sustaining corporate entrepreneurship, models and frameworks for assessing entrepreneurship within a company, Innovation - Moving beyond the first concept, The Entrepreneurial action-plan.
Knowledge Management	<p>In an increasingly competitive and fast-paced business environment, organizations need to become more flexible and agile. This implies that they constantly learn and innovate without losing sight of the need for efficient and flawless operations. Knowledge management, that is, practices and technologies that facilitate the creation, transfer, and (re)use of organizational knowledge, address these challenges. This session will focus on the kinds of problems organizations face with regard to the management of knowledge, and the practices and technologies designed to solve them. We will survey mistakes made in knowledge management initiatives in the past, and develop guidelines for designing solutions that will lead to the successful management of organizational knowledge.</p> <ul style="list-style-type: none"> • Gain an appreciation for the various types of knowledge management challenges that organizations confront, • Survey the different knowledge management practices and technologies that have evolved over time, • Learn about the effectiveness of different knowledge management initiatives, • Develop guidelines for designing effective knowledge management solutions.
Leadership Versatility	This session provides you with the skills to maximize your performance and the performance of your subordinates and team. You will assess your leadership style flexibility in specific work-related situations and determine the level of effectiveness. You will explore and differentiate characteristics and expectations of effective leadership, management, and followership. You will leave with a precise understanding of your strengths and identify areas of development needed to enhance your career
Leading Into The Future: Getting Ahead of the Curve	Final integrative session will ask participants to look to the future of their businesses and industries and challenge them to craft scenarios for personal and business growth using tools that they have developed throughout the program. In this session, participants will use the state-of-the-art tools acquired through the program as well as knowledge of industry trends and relevant technological, economic, social, political and scientific contextual data to focus on the future. Using tools such as environmental scanning, scenario analysis and trend analysis, they will develop a framework to craft a vision for the firm's future.
Leveraging Individual Differences	You have a firm grasp on the technical aspects of your job – it's peer and employee behaviors that present the biggest challenge. This session focuses on helping you get a better understanding of how differing styles, experiences, cultures, and motivational needs affect performance.

Leveraging credible emotional intelligence

What is EQ and how does it relate to the leader's role? What are leaders' strategies to raise their EQ in service of organizational goals and people development? Are you a credible leader? This program answers these questions by exploring a true leadership case study and by providing activities to help you identify and validate your inner processes, your empathy, and your communication with followers. You will identify ways to build trust, credibility, endurance, and resilience in your team and yourself.

Objectives:

- Understand the concept of emotional intelligence as it relates to a leader's credibility. Explore case studies that emphasize the application of integrity in decision making and strategizing,
- Explore EQ performance tools to create applications for the concept,
- Explore questions as a tool for facilitating ownership, rapport, and inclusion,
- Observe and describe credible behaviors in exemplary leaders via video case study,
- Understand the concept of "moments of truth" as it relates to a leader's credibility,
- Explore trust as a foundation to building credibility with followers,
- Practice communicating information in a fashion that builds collaboration and trust.

Management Accounting: Planning, Controlling & Decision Making

This session will enable managers to better acquaint themselves with the use of financial data for internal decision-making purposes. A basic understanding of cost behavior and the correct use of costs in making decisions is essential to navigating the business. This session will explore how cost and revenue drivers combine to impact profit. In particular, the session will focus on activity-based management.

Cost Behavior: Analysis and Use. Topics include understanding the impact of a change in activity on variable costs and per unit variable costs; fixed costs and per unit fixed costs, and preparing an income statement using the contribution format.

Cost-Volume-Profit Relationships: Topics include how changes in economic activity can impact contribution margin and net income; examining the impact on contribution margin from changes in variable costs, fixed costs, selling price, and volume; computing break-even points by the equation method and the contribution margin method; and using the CVP formula to determine the activity levels required for a given target profit.

Identifying Relevant Costs: Topics include how to distinguish between relevant and irrelevant costs in the decisions; preparing an analysis showing whether to keep or replace old equipment; analysis to determine whether a product line or segment should be retained or dropped; preparing a well-organized make or buy analysis; and determine the most profitable use of a constrained resource.

Managing Change

Keeping up with the constantly shifting business landscape is one of the biggest ongoing challenges confronting managers at every level. This session provides an overview of the thought processes and procedures involved in planning, implementing, and managing organizational change. Topics include: strategies for gaining acceptance of change, reasons why transformation fail, and the skills needed by managers to facilitate change.

Managing for Performance

You were promoted for being an outstanding individual performer. Now your responsibilities have expanded, and you're evaluated on the performance of others. In this session, you'll explore various strategies to evaluate and develop employees, including skills in coaching, counseling, and additional ways to deal with non-performers.

Managing People: Creating a High Performance Culture - Strategic HRM

Every senior manager assumes the challenging role of managing people up, down, across, and outside their organizations. How do you provide positive leadership to effectively and efficiently manage these people and create a high performance culture? Learn to energize employees through goals and performance, accelerate their development, effectively use motivational tools to manage their attitudes and behavior, and how and when to effectively empower them. Bottom line: Gain tools for building your high performance bench strength.

Managing Through Influence: Successful Peer/Boss Relationships

Real leadership means exercising influence well beyond your formal authority. We often have responsibility for projects and outcomes without having the formal authority we might need. This session focuses on leveraging influence to create more productive and even more enjoyable relationships with your boss, peers, and employees. Participants will learn strategies to help communicate their ideas and needs to others in productive and convincing ways while ensuring the needs of the organization and others are also met.

Marketing: Creating Value with Profitable Brands and Customers

Creating and sustaining real customer value is the key to generating and managing market demand. How do you best build and nurture profitable brands and customer relationships in order to drive demand? Here you will establish a framework to strengthen your firm's customer focus, leverage your customer base as an asset, and effectively deliver truly differentiated products and brands to the most profitable customer segments.

Mastering Advanced Negotiations

Corporate leaders negotiate on a daily basis whether it is coming to terms with potential partners, landing a major deal, settling a major dispute, or simply communicating with investors, suppliers, customers or employees. In these hands-on, skill building sessions, you will learn to use powerful strategies to obtain substantial value through negotiation. You will enhance your negotiating skills by learning to: 1) be proactive and reactive, 2) partner with the other party to increase their value, decrease their costs and provide options for going elsewhere, 3) enhance or decrease power differences, and 4) capitalize on common negotiator biases. Bottom-line: You'll become a much stronger negotiator.

Mergers and Acquisitions

How can you manage the mergers and acquisitions process to maximize value and create competitive advantage for your firm? From evaluating target companies to managing the post-merger integration, what are the tools you need to successfully execute mergers, acquisitions and corporate restructuring? In these sessions, you'll be introduced to the latest techniques in valuation, post-merger performance measurement and integration strategy in addition to reviewing corresponding legal issues. Upon completion, you'll be better prepared to recognize and capitalize on attractive merger and acquisition opportunities as they arise.

Motivating Others

Competent managers know what motivates each employee and use that knowledge to benefit both the individual and the organization. In this session, managers learn how to set expectations and create an environment that leads to greater productivity and employee satisfaction.

Presentation Techniques

Not only must managers be competent leaders on technical and individual levels, today's dynamic business environment requires them to also demonstrate a high degree of skill as communicators. This interactive course provides students with instruction and hands-on practice in oral communication with an emphasis on structure, body language and vocal elements. At its conclusion, students achieve proficiency in preparation, construction and delivery of informative and persuasive business presentations, thus enhancing academic and career success.

Objectives:

- Identify critical elements of an effective business presentation,
- Gain knowledge in audience research and its link to effective presentations,
- Practice structure, body language and vocal elements of effective business presentations through planned and impromptu work in the classroom,
- Understand the types of visual aids, key concepts in creating them and how to incorporate them into a presentation,
- Understand the goals, use, organization, and delivery of business presentations,
- Gain knowledge and skill in handling questions effectively to include how to approach the question-and-answer session, presenter responsibilities during a session, and methods for handling challenging questions,
- Achieve proficiency in planning, organizing, and delivery of either of two presentation structures targeted at a business audience,
- Give and receive feedback to classmates regarding structure, body language and vocal elements of oral presentations,
- Receive coaching, instruction and feedback from the instructor.

Selecting the Right People

Managers succeed through the efforts of others, and selecting the right people is crucial. This session focuses on how to prepare strategically for the interview and how to use behavioral questioning techniques that get the interviewee to give you the answers to help you better predict future behaviors on the job.

Strategic and National Accounts Management

Developing and managing a successful Strategic or National Accounts Management Program within your company is a unique challenge, especially when statistics show that approximately 50 percent of these programs fail. Internally, it means navigating the political waters because a successful program requires commitment and resources from every department within your company. In addition to securing executive management commitment, you must also gain the commitment from the managers of each functional department and division as well as from each geographic region or area manager. Is your current Strategic and National Accounts Management Program delivering maximum results to your customers and to your own company? If not, then it is time to seriously think about your company's future - just the same way that your fiercest and toughest competitors are thinking about theirs.

Strategic Management: Competing on the Leading Edge

Building competitive advantage places enormous demands on managerial skills and capabilities. Rapid technological change, global competition, and new organizational forms are among several forces redefining how firms compete. This session offers an overview of some key strategic, technological, and organizational developments that greatly impact future competition. Topics include: global strategy, building core competencies, strategic alliances, implementation, and new ways to compete.

- Isolate the economic, technological, and customer-driven forces that are redefining corporate and business strategy,
- Understand the deep interrelationship between firm strategy and industry evolution,
- Examine the payoffs and pitfalls of different firm strategies, including product line expansion and diversification,
- Determine what exactly are a firm's "core competencies" and what the firm should do to enhance its sources of competitive advantage,
- Integrate financial, marketing, and organizational perspectives into a total view of organizational strategy.

Strategic Thinking, Planning and Execution for Competitive Advantage

What are the competitive forces at work in today's global business environment and how can you leverage these forces in your firm to create and sustain competitive strategic advantage? What are proven ways to formulate a unified corporate strategy across functional areas? In these sessions, you will gain the insight necessary to formulate superior strategic direction for your firm. Then, armed with a framework to identify any external or internal barriers, you will develop an action plan for successfully executing your strategy, taking into account the specific challenges of your firm.

Team Building

Learn the skills necessary to successfully lead your team. Explore the value that common goals and role definition add to successful team performance. You will also learn to recognize the pitfalls that can lead to dysfunction in teams.

The Art of Leadership

The most successful companies in today's business world tend to be those that place high value on the human capital within their organizations. This session will focus on developing core people-related skills in one's self, other managers, and subordinates. Class members will address changes of both managers and their roles in effectively leading others to reach enhanced productivity.

- Differentiate the strategic role of managers versus leaders in organizations,
- Assess various situational leadership styles and evaluate personal adaptability and effectiveness for your current organizational position,
- Discuss, compare, and contrast the issues in the case study with the relevant leadership concepts discussed in the reading.

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