MICHIGAN
ROSS SCHOOL OF BUSINESS
Executive Education

BECOME THE GO-TO PERSON TO CREATE NEW OPPORTUNITIES

EXECUTIVE EDUCATION PROGRAMS IN ASIA

2014

OPEN-ENROLLMENT AND CUSTOMIZED SOLUTIONS

WHY MICHIGAN ROSS EXECUTIVE EDUCATION?

Relevant Knowledge

At Michigan Ross, we go beyond connecting theory to practice. We connect theory to your practice so you can achieve real results. Our open-enrollment programs focus on general management, leadership, and strategic human resource management. Our custom programs are carefully designed to meet your organization's strategic needs.

Thought Leadership

Michigan Ross faculty are world-class researchers and master teachers. Most importantly for you, they are leaders in helping senior executives and managers leverage the most advanced thinking to support real organizations.

Global Perspective, Local Relevance

Every Michigan Ross program focuses on both the global context and local application of key concepts. Michigan Ross faculty consult and teach throughout the world and bring global savvy to everything they do. Each program is enriched by a diverse, multinational perspective.

A Proven Method

At Michigan Ross, you won't just read and talk about effective business practices You'll actually deploy them. We translate cutting-edge knowledge for real-world skills through action-based learning, a technique we've perfected across our catalog of top-ranked graduate programs. The Michigan Ross commitment to action-based learning is unmatched among the world's top business schools. It's what we do. It works.

Actionable Tools

Executive development does not end in the classroom. Every participant who emerges from a Michigan Ross program is equipped with the actionable tools to:

- Manage complexity and make strategic decisions
- Lead effectively and increase employee engagement
- Implement change and drive results

Transformative Results

Each custom and open-enrollment program is carefully designed to strengthen both you and your organization. For more than 45 years, leaders from entrepreneurial startups to Fortune 100 companies have told us that Michigan Ross Executive Education delivers a transformative experience.

1 Content

2 Custom Programs

3 **NEW EVENTS IN ASIA FOR 2014**

Human Resource Professional Development Program
Organizational Leadership: Breaking Silos

GENERAL MANAGEMENT

4 **CORPORATE STRATEGY:** Strategic Planning and Implementation
CORPORATE STRATEGY: Challenger Strategies for Building Businesses and Brands

5 **STRATEGIC MARKETING:** The Big Picture: Integrating Marketing Strategy and Execution
SALES MANAGEMENT: Effective Sales Leadership

6 **FINANCE:** Finance for the Non-financial Manager

7 **BUSINESS LEADERSHIP:** Family Business: Strategic Challenges and Growth
BUSINESS LEADERSHIP: Strategic Decision Making and Personal Effectiveness

8 **BUSINESS LEADERSHIP:** Negotiating for Positive Results

9 **OPERATIONS MANAGEMENT:** High Efficiency Operations Management
OPERATIONS MANAGEMENT: Effective Office Systems Management

LEADERSHIP DEVELOPMENT

10 ORGANIZATIONAL AND PERSONAL LEADERSHIP MODEL

11 Senior Executive Program in Asia
12 Positive Strategic Leadership
13 Management of Managers
Organizational Leadership: Breaking Silos

14 Leadership in Action
Emerging Leaders

15 Developing the Manager in You
Leading High-Performing Teams

16 ICLIF-Ross Partnership Program: ICLIF-Ross Leading Leaders Program
ICLIF-Ross Partnership Program :ICLIF-Ross Business Leadership Program

STRATEGY HUMAN REOSURCE MANAGEMENT

17 Human Resource Executive Program

18 Human Resource Professional Development Program
Driving Organizational Culture for Change & Talent Integration

ANN ARBOR PROGRAMS

19 The Michigan Ross Executive Program, Ann Arbor

20 Participating Companies

21 Next Steps

Registration form

CUSTOM PROGRAMS

Michigan Ross' expert faculty understand the challenges of business and adapt their teaching to your specific needs. Our staff strives to facilitate a streamlined experience whether programming is delivered at your organization or on our campus.

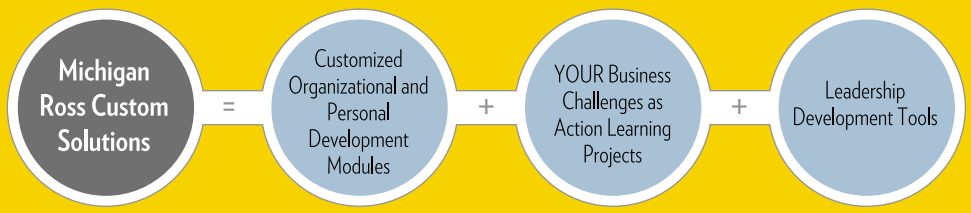
We'll help you and your leaders to achieve transformative results across a wide range of areas, such as:

- Driving an organizational culture of innovation
- Developing leaders
- Optimizing for succession planning
- Improving decision-making and management skills
- Strategic marketing
- Aligning HR management and workforce planning to business strategy
- Realigning supply chain or operations

Whatever your challenges, we'll work with you to clarify them. Then we'll develop a relevant, comprehensive, and action-based program to address them.

Throughout your custom experience, you will work with Michigan Ross faculty to apply cutting-edge concepts to your organization's actual issues. You will improve your ability to sense and create opportunities, define problems, think creatively about solutions, make informed decisions, lead others, and implement change.

As a key tenet of custom programming, action-based learning deepens your understanding of analytical concepts and tools, builds confidence in their use, and hones the skills essential for their successful application. We believe it is the optimal way for you to achieve the maximum return on your investment in Michigan Ross Executive Education.



Michigan Ross is excited about some dynamic new open enrollment program developments underway in the Asia Pacific region. The following programs are presently being designed for introduction to the Asia portfolio in 2014:

HUMAN RESOURCE PROFESSIONAL DEVELOPMENT PROGRAM

NEW

We are excited to announce the launch of a completely new HR Executive Education program that is designed for young HR professionals who are seeking to expand their knowledge and capability in the broad HR field. The design and development of this new initiative has been built directly on the feedback from our participants of the HR Executive Program whereby senior HR executives have requested a strong foundation of HR best practices for their up and coming staff of junior HR professionals. This is a dynamic new development to add to our portfolio of HR related program offerings and shall be taught by Dr. Jon Younger, co-author of HR from the Outside In (with Dave Ulrich, Wayne Brockbank and Mike Ulrich).

Please see program outline on Page 18.

Nov 19 - 21 , 2014
Hong Kong

ORGANIZATIONAL LEADERSHIP: BREAKING SILOS

NEW

Organizations continually address the challenge of operating across functional, business or geographic boundaries and how opportunities can be won or lost through the effectiveness of communication channels. Once again Michigan Ross has been listening to the feedback from across the region to co-create a development solution to enable leaders to effectively address this challenge and best position the organization to take full advantage of its resources and relationships to avoid dysfunctional silos.

Learn more on page 13.

Oct 20 - 22 , 2014
Hong Kong

CORPORATE STRATEGY

STRATEGIC PLANNING AND IMPLEMENTATION

Overview

Strategic Planning and Implementation develops organizational strategy planning and strategic thinking capability. Examine strategic options, business models and growth to drive the future of your organization.

This immersive five-day program delivers techniques and frameworks to help managers formulate, analyze, and implement successful, long-term strategies for growth, global competition, and customer satisfaction. Many participants tell us they gain tremendous benefit from the broader perspective and global view they acquired during this program.

Takeaways

- Strategies to capitalize on emerging issues in the global economy
- The ability to evaluate and act on new competitive strategies that can fuel growth
- An understanding of emerging organizational forms and organizational processes
- Skills to strengthen your firm's strategic objectives

Who Should Attend?

Experienced senior-level managers who have or will have responsibility for strategic planning and decision-making in their organizations. This includes vice presidents, general managers, corporate and business planners, and directors of functional areas such as marketing, operations, and finance.

DATE	FACULTY	FEE (US$)
Nov 10-14, 2014 Hong Kong	Pierre Dussauge Aneel Karnani	7,700

CORPORATE STRATEGY

CHALLENGER STRATEGIES FOR BUILDING BUSINESSES AND BRANDS

Overview

In the past decade, a new breed of challenger businesses and brands from the new Emerging Market Multinationals (EMNCs) have burst upon the world stage, and have built up significant new branded businesses with a broad international footprint. With names like Arcelik, Dabur, Godrej, Haier, HTC, Infosys, Lenovo, LG, Mahindra Tractors, Natura, Ranbaxy, Taj Hotels, Tata Motors, Ulker, WIPRO and others, these EMNCs are giving the incumbent market leaders of North America, Western Europe, and Japan a run for their money in the areas of innovation, branding, and marketing. Yet these successful new businesses and brands have been built up without using substantial resource, in bold and innovative new ways.

This new Ross Executive Education course builds on field research conducted over the last two years on 39 companies from India, China, Turkey, Brazil and other Emerging Market countries that are gaining share in global markets despite enormous resource and credibility challenges. It builds capabilities in business strategy, innovation, international marketing, and brand building through lessons learned from these new "Emerging Market MNCS" (EMNCs).

Takeaways

- Discover strategic business capabilities that are changing the marketplace across Asia and globally
- Build marketing and branding knowhow and strengths to challenge larger local, regional and global incumbents
- Develop the strategic framework and tools to create a competitive capability to become a challenger organization

To assist your organization to:

- Gain market share in emerging and broader markets
- Position itself to become a major leader on the world business stage
- Build and manage strong regional and global brand positions on shoestring budgets
- Successfully challenge incumbent leaders -- or fend off challenges from this new wave of EMNCs

Who Should Attend?

The course is for General Managers, Strategic Decision Makers, Marketing and Brand Managers of both such challenger companies and those coming under challenge from them in the regional and global marketplace.

DATE	FACULTY	FEE (US$)
Aug 13-15, 2014 Hong Kong	Rajeev Batra	5,300

THE BIG PICTURE: INTEGRATING MARKETING STRATEGY AND EXECUTION

Overview

This comprehensive three-day program integrates strategic planning with great marketing execution using the Big Picture Framework. The framework delivers a systems-thinking approach that allows you to better align marketing efforts with business strategy. You will learn to integrate multiple functions — including sales, marketing, and operations — to best meet the organization's overall objectives. Topics include market selection; product development and/or service development; and promotion, sales, and distribution strategy. The methodology includes an exciting interactive business simulation to apply learning and practical experience throughout the 3 day event with your peers from across the region.

Takeaways

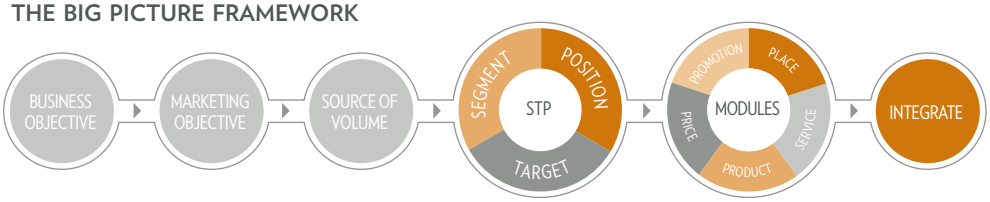
- An ability to align marketing efforts with business strategy
- A framework to build simplified, organic plans that evolve with your organization and your markets
- A faculty prepared toolkit to directly apply concepts to your marketing challenges
- An integrated approach to managing customer relationships
- A better understanding to develop tactical positions in segmentation, targeting, positioning, and pricing strategy
- A better understanding of the digital marketing strategies and implementation

Who Should Attend?

Business Leaders, General Managers, and marketing professionals.

DATE	FACULTY	FEE (US$)
Sept 15-17, 2014 Hong Kong	John Branch	5,300

THE BIG PICTURE FRAMEWORK



EFFECTIVE SALES LEADERSHIP

Overview

This three-day workshop is designed to help new and experienced sales leaders to explore and conquer the challenges of today's sales management. It combines the 'art and science of leading the sales function' with a strategic management perspective.

The workshop begins by exploring the nature of today's new purchasing world, and identifying the implications for sales leaders. It then reviews the three selling modes and introduces strategic sales leadership skills from sales force planning through to talent management. It concludes with an opportunity to develop a personal sales and development plan and receive individual feedback and coaching.

Takeaways

- Learn new competencies, tools, and techniques for building and leading sales teams in today's complex, competitive and changing business world
- Recognise and appreciate the importance, scope, and activities to effectively lead sales professionals
- Develop a set of tools for leading customer-oriented sales teams
- Create a new strategic sales management framework and personal development plan to implement and follow-up after the workshop

Who Should Attend?

Sales professionals or managers who seek to develop a more strategic approach to selling and sales management. Marketing and general management professionals whose functions require a better understanding of strategic sales management.

DATE	FACULTY	FEE (US$)
Sept 22-24, 2014 Hong Kong	Paul R. Sullivan	5,300

FINANCE FOR THE NON-FINANCIAL MANAGER

Overview

This 3.5 day program translates the complexities of finance into straightforward, practical terms. The goal is to help nonfinancial managers improve communication with finance executives and better understand the impact of financial decisions on the firm's profitability. You will learn to read and analyze financial statements, explore valuation tools, and identify sources and cost of capital. Leading faculty present material in an interactive and entertaining format.

Takeaways

- The ability to use financial reports and analysis to allocate resources and make decisions
- A thorough understanding of the financial impact of your strategic decisions
- The ability to evaluate operating performance and create value
- A clear picture of multinational finance
- A developed skill in effectively communicating with financial professionals

Key Content addressed:

Financial Statement Analysis
Evaluating Operating Performance
Estimating Funding Needs
Valuation Tools
Resource Allocation: Decision Criteria
Resource Allocation: Estimating cash flows
Sources and Cost of Capital
Multinational Finance
Comprehensive Cases

Who Should Attend?

Managers of nonfinancial areas who do not have formal training in finance.

DATE	FACULTY	FEE (US$)
June 23-26, 2014 Nov 24-27, 2014 Hong Kong	Nejat Seyhun	6,300

FAMILY BUSINESS: STRATEGIC CHALLENGES AND GROWTH

Overview

This 3 day program explores the strategic, operational, financial, family, career and business issues found in family-owned and managed companies or privately-held firms. Its objective is to provide the strategic tools to be successful, whether as part of a family business, working as a non-family manager/executive, or as an advisor to a family business. Participants will take away the concepts and frameworks they need to successfully build the family business.

Key topics addressed include:

- Successful Family Businesses Practices
- Strategic Planning and an Action Plan for Growth and Prosperity
- State of the Family Business
- Governance and Shareholder Relations
- Family/Work Relationships
- Dynamics of the Family Business - Generation Issues
- Non-family Management
- Managing Succession
- Selling and Possibility Financing a Family Business
- Building the Next Generation

Takeaways

- A better understanding of family business dynamics and relationships between generations
- The strategic frameworks for evaluating, managing, and growing the family business enterprise
- Insight into the complex role of shareholder relations, governance, and managing succession
- The ability to analyze entrepreneurial opportunities within the family business
- A broader perspective of the issues and best practices through interaction with other family business owners and managers/executives in the program

Who Should Attend?

Designed for family business owners and members, entrepreneurs, non-family managers, who want to understand the unique issues and have the opportunity to position the family business for future growth, prosperity, and family harmony.

DATE	FACULTY	FEE (US$)
Nov 5-7, 2014 Hong Kong	Len Middleton	5,300

BUSINESS LEADERSHIP

STRATEGIC DECISION MAKING AND PERSONAL EFFECTIVENESS

Overview

Building strategic capability in decision making is a step up challenge all leaders face. Achieving this requires a clear and active mind that can only be achieved when personal effectiveness is achieved. This engaging 3 day event offers senior executives the opportunity to analyze frameworks to enable both a broad and ultimately focused approach to effective decision making. The breadth is required to address a strategic perspective and the balanced focus enables a funneling of ideas to what is critically important. A senior level position brings with it significant pressures and efforts in alleviating the stress with methods of balanced leadership is also addressed to achieve an overall clarity of mind to make the decisions that will create organizational value and personal success.

Takeaways:

- Ability to identify and overcome decision-making traps
- Structure and manage group decision-making process for maximum impact
- Manage risk and uncertainty in the decision-making process
- Skills to design and implement effective decision-making models for your organization

Who should Attend?

Senior Functional Managers, General Managers and Managers with high potential looking to develop into more challenging organizational roles, shall also benefit from the broad and structured perspective offered for effective decision making.

DATE	FACULTY	FEE (US$)
Oct 8-10, 2014 Hong Kong	Scott DeRue	5,300

NEGOTIATING FOR POSITIVE RESULTS

Overview

Whether you are leading a high-stakes business transaction, informally negotiating ideas and strategies, or resolving an interpersonal dispute, you need confidence and skill to achieve your desired outcome.

In this lively, experiential program you will learn to apply innovative negotiating techniques proven to secure sustainable, efficient, and favorable results in a global business context. You'll develop a personalized approach for establishing your negotiating leadership, navigating cross-cultural dynamics, and managing emotional factors that can derail otherwise economically viable deals. In the process you'll learn to recognize and manage pervasive social psychological biases and nonverbal cues to develop swift trust, even with the most difficult people.

Takeaways

- Strategies that will allow you to maintain presence and composure in challenging environments
- Practical tools to negotiate effectively across cultures, countries, or organizational divisions
- Creativity skills to reveal hidden value and leverage opportunities
- Techniques for saving face and preserving positive relationships with diverse, critical stakeholders
- Develop strategic negotiation capabilities and techniques through simulations and action based activities
- Build Leadership capability to be more charismatic, confident, and socially intelligent at the negotiation table.

Who Should Attend?

- Emerging leaders who seek innovative ways to create value
- Experienced negotiators seeking new techniques for winning results
- General or functional managers seeking to improve their negotiating skills for daily business activities

DATE	FACULTY	FEE (US$)
Aug 18-20, 2014 Hong Kong	Jeffrey Sanchez-Burks	5,300

HIGH EFFICIENCY OPERATIONS MANAGEMENT

Overview

High-efficiency operations management is a critical component to your firm's competitive strategy. In this program you will learn to design and implement lean practices that will improve your bottom line in manufacturing operations. You will engage in hands-on simulations that replicate manufacturing processes and supply chains. Content covers inventory management, logistics, capacity, cost management, and variability reduction. We also explore ways you can partner with suppliers and customers to reduce global costs and increase service levels. We provide cutting-edge models and practical tools that can be implemented immediately on return to your organization.

Takeaways

- Strategies to improve your bottom line in manufacturing operations
- Tools to reengineer your supply chain to improve competitiveness
- Methods to improve throughput, lead times, and inventory in your supply chain
- A clear understanding of how to reduce cost and increase service levels

Who Should Attend?

Current or prospective managers of operations functions or General Managers seeking to grasp the essentials of efficient operations.

DATE	FACULTY	FEE (US$)
Nov 25-28, 2014 Kuala Lumpur	Izak Duenyas	5,600

EFFECTIVE OFFICE SYSTEMS MANAGEMENT:

LEAN PRACTICES FOR BACK OFFICE AND FINANCIAL SERVICES OPERATIONS

Overview

In today's fiercely competitive business environment, operational excellence in administrative and financial environments has become an important competitive tool. This program is designed to introduce you to cutting-edge models and practical tools for effective management of your back office systems to create agile services. As a participant you will learn how to design and implement effective practices to improve your operations and services to gain significant competitive advantage.

This program will give you tools you can use immediately in your own operations and uses a variety of methods including case studies from the service and financial services industries, hands-on simulations and games to allow participants to understand how to improve service delivery.

Day 1: Overview of operational excellence in backoffice, finance and services.
Day 2: Value Stream Mapping (VSM) in Backoffice and Financial Industries.
Day 3: Lean tools for the Financial and Administrative Environment.
Day 4: Operation Metrics - Aligning with Financial Reporting

Participants will have a chance to participate in a simulation that recreates an administrative environment and have a chance to improve it.

Takeaways

- Improve your service operation and efficiency
- Apply cutting-edge models and practical tools
- Reduce cost and increase service levels
- Cut inefficiencies
- Understand and apply lean process to your own operations
- Learn best practices and experience sharing with peers from service industries

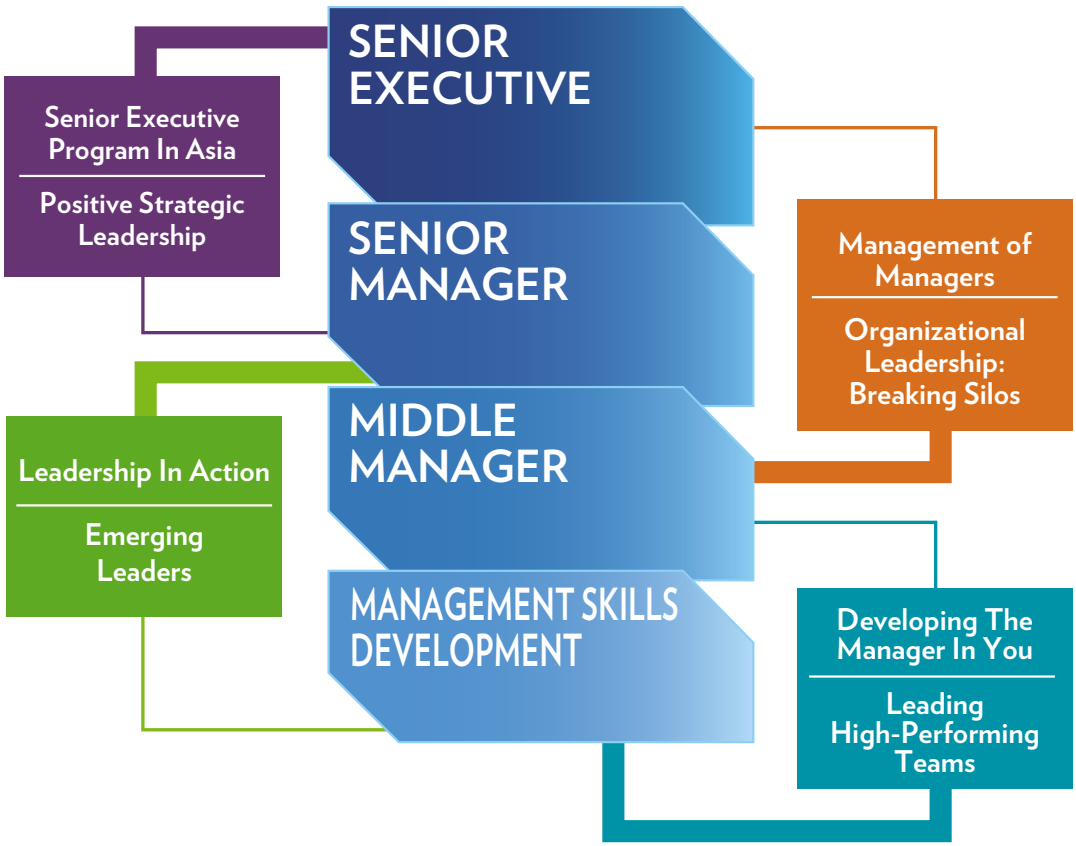
Who Should Attend?

This program is designed for senior and middle level managers with responsibilities such as office operations management, services management and systems control. Consultants or general managers who would like a broader understanding of how efficient operations can be an effective tool to increase profits will also find this course valuable.

DATE	FACULTY	FEE (US$)
Apr 28- May 1, 2014 Hong Kong	Izak Duenyas	6,300

LEADERSHIP DEVELOPMENT

Ross Executive Education in Asia offers a series of general management and leadership development programs that address key challenges at every phase in your career. This model reflects different levels of management and the corresponding programs designed to enhance your knowledge and leadership capability. Each program delivers the most current frameworks, best practices, and powerful tools to move you and your organization forward.



To request a detailed program outline, please email **enquiry@umich.com.hk**

SENIOR EXECUTIVE PROGRAM IN ASIA: THE VIEW FROM THE C-SUITE

Overview

This flagship program for senior executives examines high-level executive issues from multiple perspectives. You will enhance your firm's competitive advantage by addressing multiple stakeholder concerns.

Address the key strategic, global, financial, marketing and management skills to lead your organization

Learn to meet challenges in Asia while integrating with global operations. For nine days, you will be immersed in program content that focuses on the senior executive challenge of balancing competing tensions, stakeholder concerns and driving organizational capability to enhance competitive advantage.

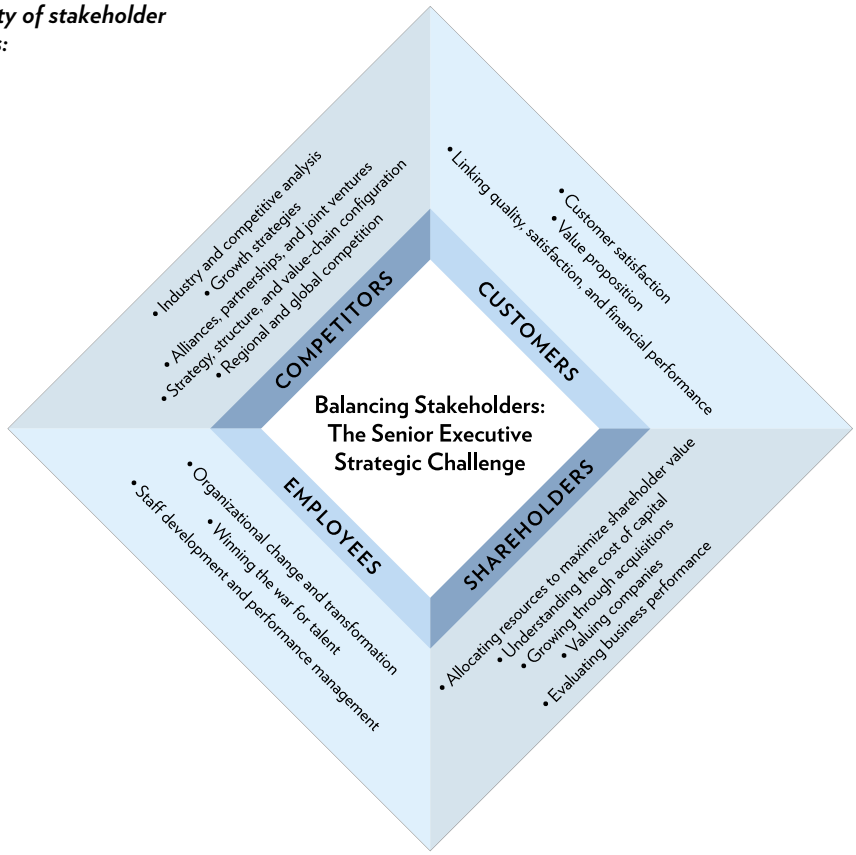
Through an intensive learning experience of case studies, workgroup activities, organizational and self-analysis all from a senior executive perspective you'll build both personal and organizational capability. This shall be challenged through your participation in a consolidating business simulation offering the opportunity to test new concepts and strategies with your senior executive peers from across the region.

Who Should Attend?

Senior executives and high performers the firm expects to move into senior executive leadership roles

DATE	FACULTY	FEE (US$)
Sept 12-20, 2014 Hong Kong	M.P. Narayanan John Branch Michael McGrath	13,800

Balance the interactions and tensions from a variety of stakeholder perspectives:



POSITIVE STRATEGIC LEADERSHIP

Overview

This four-day program is informed by hard science, making the business case that positive organizational dynamics directly influence profitability, customer satisfaction, and employee retention. Coursework is based on research conducted by the award-winning founders of the Center for Positive Organizational Scholarship (POS) at the Ross School of Business. The program provides frameworks and tools, derived from positive psychology, to help you leverage your personal leadership style to strategically elevate and enable organizational excellence. This program provides an exciting, introspective, and intense opportunity to reflect on yourself and your organization. From a strategic perspective, you will explore the POS Leadership Framework and learn to identify and leverage your organization's positive core. Focus is placed on strategic practices to overcome barriers to change and identifying supporting positive practices.

Takeaways

- Building an understanding of the barriers to change - and strategies to break those barriers.
- Understanding ways to implement and apply the POS Leadership Framework to enhance individual and organizational performance
- An ability to map out strategic opportunities within an industry and macro environment
- Tools to leverage your team to greater performance
- Tools for navigating change and responding strategically to crisis

Who Should Attend?

Senior managers and executives who are charged with developing strategic / organizational capability and effective leaders

DATE	FACULTY	FEE (US$)
Aug 19-22, 2014 Hong Kong	Kim Cameron Jeffrey Sanchez -Burks	6,300

MANAGEMENT OF MANAGERS

THE CHALLENGE OF DEVELOPING LEADERSHIP EXCELLENCE

Overview

This interactive, five-day program will introduce you to critical components of leadership and help you identify and enhance your own managerial competencies. Learn to encourage creative thinking, empower others, remove barriers to innovation, and increase your international leadership impact even as you create value in your own organization.

Content is based on the world-renowned Competing Values Framework. This conceptual tool, developed at the Ross School of Business, explores the relationship between individual and organizational capabilities. Using the framework and data from other exclusive feedback tools, you will come to understand how your leadership approach impacts both personal and organizational effectiveness.

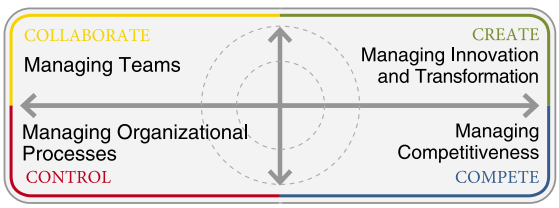
Takeaways

- Develop the ability to view organizational challenges from a framework of senior manager perspectives:People and Talent Development; Creativity and Innovation; Market and Results; and, Structure and Process
- A clear picture of how your leadership strengths fit into your organization's culture and strategy
- An awareness of how your leadership capabilities affect individual effectiveness, organizational culture, and business outcomes
- An understanding of how the best leaders integrate different behaviors and practices into their organizations

Who Should Attend?

Middle to senior level managers who seek to address a broader organizational role and build capability to drive value across the organization.

DATE	FACULTY	FEE (US$)
June 16-20, 2014 Nov 3-7, 2014 Hong Kong	Michael McGrath Neil Sendelbach	7,700



SENIOR MANAGERS

ORGANIZATIONAL LEADERSHIP: BREAKING SILOS

NEW

Overview

A key challenge for senior leadership in Asia is ensuring alignment and effectiveness across operating units and across different countries. This intensive 3 day event will address the core components of Organizational Leadership and effectively build capability both personally and for the organization to break down barriers and support effective communications across borders - be it across business unit silos or across different country operations.

Organizational structures often shift between centralized and decentralized to try to achieve optimum efficiency but with Organizational Leadership: Breaking Silos the key is to focus on ensuring the organization is structured to share learning and knowledge and that the networks within are championed by creating value and shared learning. There are many lessons to be learned from corporate and non-profit entities, mergers or acquisition situations, outsourcing experiences and applying these lessons can effectively change the way you will lead the future of your organization.

Takeaways

- Understand the benefits and risks of collaboration across silos within and across organizations
- Develop individual leadership capability to manage organizational structure and process for collaboration across silos
- Influence without formal authority in cross-silo collaboration scenarios
- Manage diverse teams in collaborating across different unit boundaries and organizational boundaries

Who should attend

Senior executives, General Managers and HR professionals charged with working across units / borders or coordinating across functional units will benefit significantly.

DATE	FACULTY	FEE (US$)
Oct 20-22, 2014 Hong Kong	Maxim Sytch	5,300

MIDDLE MANAGERS

LEADERSHIP IN ACTION

Overview

This program is designed for high-potential and middle managers taking on a broader leadership role in the organization. It begins by strengthening your capacity to take a strategic macro perspective. You will learn to communicate a compelling and inspiring vision, set a strategic direction, and understand cross-organizational challenges. Then you will enhance your micro perspective by exploring principles and tools that help you manage change, mobilize teams, and implement a strategic vision.

Learn effective ways to use your personal leadership ability to integrate and energize multiple functions across the organization. During the program you will collaborate with faculty and peers to develop a personal action plan you can implement when you return to your organization.

Takeaways

- An understanding of the dynamics of leadership and competition
- Tools to create compelling visions and strategies that can help guide organizational units
- A capacity to mobilize resources and people to implement winning strategies
- An assessment of your personal leadership strengths and how you can prepare for organizational leadership challenges

Who Should Attend?

High-potential and middle managers who are taking on broader leadership roles.

DATE	FACULTY	FEE (US$)
June 16-20, 2014 Nov 3-7, 2014 Hong Kong	Michael McGrath Neil Sendelbach	7,700

MIDDLE MANAGERS

EMERGING LEADERS

Overview

This five-day development experience for mid-level managers offers a unique opportunity to reflect on your own leadership style and develop the leadership skill set that is necessary for emerging, global leaders. The method of delivery is Action-Based Learning with group and personal activities, simulations and role plays to ensure practical application and a dynamic learning experience with your peers from across the region.

The Emerging Leaders event offers the opportunity for the course to be culturally rich with tailored materials for leadership challenges in Asia and utilizing content and simulations that deal specifically with broad leadership development issues. This engaging and fully interactive learning experience presents you with a wonderful opportunity to personally step up to the challenges of an emerging leader in today's global environment.

Takeaways

This unique Action-Based Learning development program focuses on the concept of human potential. Through this lens you will:

- Develop a leadership mindset that will allow you to coach and counsel for peak performance
- Obtain an increased ability to manage through potentially disruptive change
- Build an understanding of how to motivate yourself and others
- Gain practical tools to effectively manage relationships and achieve organizational goals
- Create an enhanced ability to utilize feedback to develop yourself and your team

Benefit from a complementary executive coaching session with the faculty during and after the training program to assist with continuous learning and addressing your own personal development challenges.

Who Should Attend?

Participants in this program should be mid-level managers with three to ten years of experience. This course is extremely experiential with Action Based Learning throughout and suitable for those with a style of learning incorporating "hands on" experience.

DATE	FACULTY
Oct 13-17, 2014 Hong Kong	Scott DeRue Maxim Sytch Kent Youil

FEE (US$)

7,700

DEVELOPING THE MANAGER IN YOU

Overview

This program focuses on the changes you will encounter as you transition from an individual contributor to a manager of others. Discover new ways to motivate employees and leverage their talents to meet business objectives. This energetic and interactive program focuses on current management perspectives and best practices, with a special emphasis on working more effectively with direct reports, peers, bosses, customers, and others who will be critical to your success. We examine the six universal forms of influence and help you develop your management style.

Takeaways

- A better understanding of the managerial role
- An ability to turn employees' talents into business results
- Methods to establish productive relationships and leverage diversity
- An ability to manage change

Who Should Attend?

Individuals who have just made the transition to junior manager, or will make that transition shortly.

DATE	FACULTY	FEE (US$)
June 23-25, 2014 Oct 27-29, 2014 Hong Kong	Paula Caproni	5,300

 # 1 in Leadership Development for five years running

— Leadership Excellence 2013, 2012, 2011, 2010, 2009

LEADING HIGH-PERFORMING TEAMS

Overview

In this program you will learn to create and manage teams capable of sensing opportunities, leveraging resources, and coordinating across functions. Through self-assessments, team activities, video cases, and other activities, you will learn what the most effective team leaders do differently than the least effective leaders, regardless of functional area, industry, or level in the organization. Learn to motivate your teams to do their best work while avoiding common problems that undermine team performance. Examine best practices to leverage diverse and virtual teams.

Takeaways

- An understanding of the difference between low- and high-performing teams
- An ability to create conditions that bring out the best in your teams, including diverse and virtual teams
- An understanding of how to make effective decisions for your team
- Strategies for teams to achieve better, faster results using fewer resources

Who Should Attend?

Individuals who have just made the transition to junior manager, or will make that transition shortly.

DATE	FACULTY	FEE (US$)
Oct 30-31,2014 Hong Kong	Paula Caproni	3,850

ICLIF-ROSS PARTNERSHIP

ICLIF-ROSS LEADING LEADERS PROGRAM

iclif leadership & governance

Overview

This joint offering by the ICLIF Leadership and Governance Centre and U-M Ross is designed for busy enterprise leaders, by leaders themselves. Avoiding formulaic or text bookish management models or copy-cat roleplays, ICLIF and Ross use proprietary content based on our leading edge research to provide 100% practical and usable solutions that leaders can immediately apply back at work. Leading Leaders is a journey through three levels, Energize self, Enlist & Engerize Co-leaders and Energize the Organization. At the end of which participants routinely report having experienced a major breakthrough in their own thinking as a leader and person.

Takeaways

- Assess your own performance both at work as well as in life, and making changes/ decisions as needed.
- Assess the performance of organization against the three proven pillars of sustainable success, and providing them with tools, ideas and frameworks to maximize success.
- A deeper understanding of your own personal sources of leadership energy.
- Assess the collective leadership performance of your team of direct reports and identify actions for further improvement.
- Focus the entire organization on its core mission by pro-actively shaping and aligning business strategy, organization architecture and culture.
- Tools to negotiate successfully to resolve conflict and drive win-win relationships.

Who Should Attend?

A leadership program for senior enterprise leaders, CEOs and senior executives accountable for enterprise performance and success.

DATE	FACULTY	FEE (US$)
Apr 13-18, 2014 Shanghai Nov 9-14, 2014 Jakarta	Rajeev Peshawaria Michael Kossler Muhammad Sabri Rawi Kent Youil	8,800

ICLIF-ROSS PARTNERSHIP

ICLIF-ROSS BUSINESS LEADERSHIP PROGRAM

Overview

The ICLIF-Ross Business Leadership Program 2014 has been designed to develop senior leaders who are equipped to take on the responsibilities of driving an organization. By developing participants' skill sets beyond their area of specialization, this program aims to bridge the knowledge gap between leading a function and taking on a broader leadership role that spans the organization.

This advanced general management program, jointly delivered by faculty from both The Iclif Leadership and Governance Centre (Iclif) and Michigan's Ross School of Business (Ross), achieves this by delivering modules that give participants a clear understanding of how major functions of a business operate, how they interact with one another within the organization, how the organization's functional structure supports its objectives and how to establish a winning culture and align people with the right strategy.

Takeaways

- Obtain strategies and models to drive future organisational growth
- Incorporate diverse perspectives and functional disciplines to make informed decisions
- Define the customer, market environment and positioning to create an integrated approach to strategic marketing
- Enhance leadership influence and credibility
- Align people and strategy for effective execution
- Resolve conflict and negotiate win-win outcomes

Who Should Attend?

This program is ideal for functional area managers, who are preparing to advance into positions requiring enterprise-wide perspective and for middle managers who have recently entered into leadership positions.

DATE	FACULTY	FEE (US$)
Aug 10-15, 2014 Bangkok	Rajeev Peshawaria John Branch Nejat Seyhun	8,200

HUMAN RESOURCE EXECUTIVE PROGRAM
EXPANDING THE STRATEGIC VALUE OF HR

Overview

This five-day program approaches the HR function as a driver of competitive advantage in the firm. You will learn state-of-the-art techniques for HR management, and you will emerge with tools to develop a high-value-added HR strategy that contributes to the firm's business objectives.

Learn to develop a strong HR department capable of creating a customer-focused organization. Understand the importance of building and maintaining strategic alliances through HR. Discover ways that HR can lead through economic turbulence and strategic organizational change. Core faculty will share best and next practices in Asia as they help you align your HR strategy with your firm's corporate agenda.

Takeaways

- Methods to transform your HR practice into a driver of competitive advantage
- Strategies to align business objectives with HR priorities
- The understanding of the emergence, applications and strategies of HR as a strategic partner
- The ability to create a customer-focused culture
- The ability to articulate the value of HR investments for your business
- An insight into the best HR practices in Asia

Who Should Attend?

HR managers seeking to increase their function's value to the organization.

DATE	FACULTY	FEE (US$)
June 9-13, 2014 Hong Kong	Richard Beatty Bill Joyce	7,700

Professor Richard Beatty

Top 20 HR

Most Influential International Thinkers 2013

www.hrmostinfluential.com

HUMAN RESOURCES

HUMAN RESOURCE PROFESSIONAL DEVELOPMENT PROGRAM

NEW

Overview

HR professionals have a unique opportunity to contribute to their organizations if they are able to operate as business partners, and combine functional excellence with insight and appreciation for how HR must contribute strategically to the business.

HR professionals will gain practical insights on what it means to be an effective business partner. The program will develop capability in core HR areas and provide the tools, frameworks, and methods participants will need to significantly improve their performance and development. In addition, participants will apply what they are learning by working on a "back home" project of importance to them and their organization.

Takeaways

- Learn the new competencies that describe HR business partner excellence
- Build capability in assessing and aligning HR processes to ensure they deliver what the organization needs and expects e.g., workforce planning, attracting top talent, performance management, talent and leadership development and coaching, retention of key people
- Gain an "outside in" perspective on the key challenges affecting your organization, and what HR must deliver
- Identify and develop the key skills required to progress to more senior professional and leadership roles

Who Should Attend?

Mid-level HR professionals who have a strong basic foundation in HR or a specialized HR field, and are ready to build the partner and HR consulting skills they need to play stronger and more senior future leadership roles in their organizations.

Senior HR leaders may wish to consider the longer and more intensive Michigan Ross ***Human Resource Executive Program: Expanding the Strategic Value of HR.***

DATE	FACULTY	FEE (US$)
Nov 19 – 21, 2014 Hong Kong	Jon Younger	5,300

HUMAN RESOURCES

DRIVING ORGANIZATIONAL CULTURE FOR CHANGE AND TALENT INTEGRATION

Overview

Attracting, developing, and retaining top talent must be a priority for any organization to succeed in today's competitive landscape. A productive culture in which personnel feel highly valued and committed to the organization must be in place in order to drive effective change and achieve business results. This three-day program is ideal for senior managers and human resource professionals seeking to better leverage individual and organizational effort expended on cultural initiatives. We offer a structured solution for all managers in the organization to cultivate an environment that integrates talent management strategies with optimal business outcomes.

Takeaways

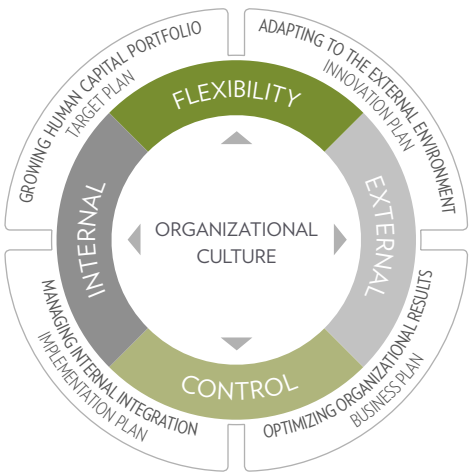
- An ability to assess your company culture and core competence model
- Methods to drive cultural imperatives to impact organizational effectiveness
- A capacity to align talent management processes to deliver strategic business objectives
- An ability to mine the best talent and improve succession planning
- The capacity to identify the talent you need and cultivate an environment for them to grow
- Strategies for improving employee engagement

Who Should Attend?

HR professionals and senior managers from any function who are charged with organizational development and who wish to better leverage the individual and organizational effort expended on talent management and culture development.

DATE	FACULTY	FEE (US$)
Sept 17-19, 2014 Hong Kong	Michael McGrath	5,300

COMPETING DEMANDS OF STRATEGIC TALENT LEADERSHIP



The Michigan Ross Executive Program

This advanced management program focuses on areas most critical for chief executive success: redefining corporate strategy, capitalizing on global opportunities, and expanding leadership influence. It delivers the enterprise-wide perspective and practical tools you need to ensure competitive advantage.

Knowledge and Insight for Today's Senior Executive

The Michigan Ross Executive Program is an immersive, three week dive into the rigors of general management. Together with a cohort of talented peers you will explore the fundamentals of business and leadership through the lens of today's most complex issues. Programming in and out of class will allow you to explore topics in greater depth as you cultivate relationships and broaden your perspective. You'll emerge with the executive skills and cross-functional mindset to lead people and teams at the highest levels in any organization.

Customized Executive Roadmap

Throughout the program, you will develop a general manager's agenda to apply tools and frameworks to your most challenging issues. This strategic plan will help set your vision and align your goals with the needs of customers, investors, employees, partners, and other constituents.

Takeaways

- Advanced skills to successfully lead your enterprise in a complex, competitive, and changing environment
- Practical frameworks to implement competitive, cross-functional strategies
- Comprehensive understanding of the global business climate and knowledge to drive sustainable global strategies
- Enterprise-wide leadership skills to build trust, make effective decisions across functions, and foster a highly collaborative, results-oriented work culture
- Skills and confidence to manage relations with all stakeholders, including investors, customers, suppliers, partners, employees, and more

Profile

"The Michigan Ross Executive Program was one of the highlights of my career. The insight I gained into legal issues, world economies, and cross-cultural business issues has given me important perspective. Ross faculty delivered program sessions with gusto, professionalism, and care for each person who attended."

Cyril Lee, Vice President, Special Projects
Singapore Technologies Marine Ltd.
Attended May 2011

DATES

April 27-May 16, 2014
Ann Arbor, Michigan USA

ANTICIPATED FACULTY

Ray Reilly (Faculty Director)
John Branch
Kim Cameron
Gordon Hewitt
Wallace Hopp
Linda Lim
Ted London
M.P. Narayanan
Robert Quinn
Cindy Schipani
Catherine Shakespeare
George Siedel
Jan Svejnar

PARTICIPATING COMPANIES

For more than 45 years, leaders from entrepreneurial startups to Fortune 500 companies from across Asia region and globally have counted on Michigan Ross Executive Education to achieve their most important goals. Recent participating organizations include:

A.O.Smith (China) Water Heater Co., Ltd.
Abbott Vascular
Abercrombie & Fitch HK Ltd
Abu Dhabi Investment Authority
Abu Dhabi Oil Refining Company (Takreer)
AIA Group
Allergan Japan K.K.
Alstom (China) Investment Co., Ltd.
Amazon Papyrus Chemicals (Hong Kong) Limited
Arabian Drilling Company
Ascendas Pte Ltd
Asian Development Bank (ADB)
AstraZeneca
Atlas Copco AB
Australian Trade Commission
Avon Cosmetic, Inc.
Bacardi Martini Asia Pacific
Bangkok Bank PCL
Bank Ekonomi Raharja Tbk
Bank Indonesia
Bank Mandiri
BANK Negara Malaysia
Bank of China (Hong Kong) Limited
Bank of Korea
Bank of New Zealand
BASF East Asia RHQ Ltd
BASF South East Asia PTE LTD
Bayer Material Science Ltd
BHP Billiton
C&A Sourcing Limited
Caltex Corporation
Chevron Thailand Exploration & Production Ltd
China Construction Bank
CLP Power Hong Kong Ltd.
Coach
Coca-Cola Hellenic
Columbia Sportswear Company
Daimler Financial Services Japan Co., Ltd.
Deckers Asia Pacific Ltd
Delphi Automotive Systems
Delphi Corp.
Dow Chemical China Company Ltd
Dow Corning Corporation
Estee Lauder Companies
ExxonMobil Hong Kong Ltd.
Fauji Fertilizer Company Ltd.
Federal Express Corporation
FMC Chemical (Thailand) Ltd
General Grades Office, Civil Service Bureau, HK SAR
Hang Seng Bank Limited
Helm China Co., Ltd.
Hindustan Lever Limited (Unilever)
Hitachi Ltd
Hong Kong Air Cargo Industry Services Ltd.
Hong Kong Housing Society
Hong Kong Jockey Club
Hong Kong Police Force
Hospital Authority, Hong Kong
HSBC
ICICI Bank Limited
Indonesia Eximbank
ITOCHU Corporation
Kmart Australia Limited
Komatsu Ltd.
Kuwait Oil Company
Laird Technologies Ltd.
Lenovo Group (China)
Li & Fung (Trading) Ltd.
MAERSK Line, Limited
Mahindra & Mahindra Ltd.
Malaysian Biotechnology Corporation
Malaysian Investment Development Authority (MIDA)
Manulife Financial Corporation
Marriott International, Inc.
Marubeni Corporation
Maybank
McDonald's Asia Pacific/ Middle East/Africa
Mead Johnson Nutrition Limited
Mercedes-Benz Auto Finance Ltd
Mercer
Merck Sharp & Dohme Asia LTD.
Milliken Asia Pte Ltd
Ministry of Water and Electricity, Saudi Arabia
Mitsubishi Corporation
MTR
Munich RE
New Zealand Trade and Enterprise
Noble Resources Ltd.
Nomura Reseach Institute
Octopus Holdings Limited
Orient Overseas Container Line Ltd
PepsiCo
Permata Bank
Pertamina
Petronas
Pfizer Inc.
Philips Electronics Japan, Ltd.
PJ Lhuillier Inc
Power Assets Holdings Ltd.
Prudential Assurance Co. LTD.
PT Astra Honda Motor
Ralph Lauren Asia Pacific Limited
Saudi Aramco
Saudi Electricity Company
Saudi Telecom Company
Schlumberger
Shui On Land
Singapore General Hospital
Singapore Technologies Kinetics
Standard Chartered Bank Ltd
State Bank of India
Tata Motors Limited
The Bank of Tokyo-Mitsubishi UFJ, Ltd
The Dairy Farm Company Ltd.
The Hongkong Electric Company Limited
TUV Rheinland Group
TVS Motor Company Limited
UMW Toyota Motor SDN BHD
Veolia Water Asia Pacific
Visa Worldwide Pte Ltd
Volkswagen India PVT. Ltd
Walmart Asia

NEXT STEPS

We encourage you to learn more about Ross Executive Education custom and open-enrollment programs in Asia. Our staff will be happy to answer your questions and help you determine whether custom or open-enrollment programs will work best for you and your organization, and which kind of program is appropriate. We are very excited about our new events for 2014 and will be happy to discuss ways you can benefit from these innovative initiatives.

ASIA PACIFIC REGIONAL OFFICE // HONG KONG
Contact: Kent Youil
Email: enquiry@umich.com.hk
Phone: (852) 2509 9088

The Regents of the University of Michigan
Julia Donovan Darlow
Laurence B. Deitch
Denise Ilitch
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Andrew C. Richner
S. Martin Taylor
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Mary Sue Coleman (ex officio)

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Visit our website to view more detailed program information or register for a program.
www.execed.bus.umich.edu

To receive additional catalogs for your colleagues, or to request future catalogs be sent via email only, please contact us.
(852) 2509 9088 // enquiry@umich.com.hk

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2014

CALENDAR

OPEN-ENROLLMENT PROGRAMS

www.execed.bus.umich.edu

ASIA-PACIFIC

Program	Date (2014)	Location	Fee (US$)
ORGANIZATIONAL AND PERSONAL LEADERSHIP			
Senior Executive Program in Asia	Sept 12 - 20	Hong Kong	$13,800
Positive Strategic Leadership	Aug 19 - 22	Hong Kong	$6,300
Management of Managers	June 16 - 20 / Nov 3 - 7	Hong Kong	$7,700
Organizational Leadership: Breaking Silos	Oct 20 - 22	Hong Kong	$5,300
Leadership in Action	June 16 - 20 / Nov 3 - 7	Hong Kong	$7,700
Emerging Leaders	Oct 13 - 17	Hong Kong	$7,700
Leading High-Performing Teams	Oct 30 - 31	Hong Kong	$3,850
Developing the Manager in You	June 23 - 25 / Oct 27 - 29	Hong Kong	$5,300
ICLIF-Ross Leading Leaders Program	Apr 13 - 18 Nov 9 - 14	Shanghai Jakarta	$8,800
ICLIF-Ross Business Leadership Program	Aug 10 - 15	Bangkok	$8,200
BUSINESS LEADERSHIP			
Family Business: Strategic Challenges and Growth	Nov 5 - 7	Hong Kong	$5,300
Negotiating for Positive Results	Aug 18 - 20	Hong Kong	$5,300
Strategic Decision Making and Personal Effectiveness	Oct 8 - 10	Hong Kong	$5,300
STRATEGIC HR MANAGEMENT			
Human Resource Executive Program	June 9 - 13	Hong Kong	$7,700
Human Resource Professional Development Program	Nov 19 - 21	Hong Kong	$5,300
Driving Organizational Culture for Change & Talent Integration	Sept 17 - 19	Hong Kong	$5,300
FUNCTIONAL			
The Big Picture: Integrating Marketing Strategy and Execution	Sept 15 - 17	Hong Kong	$5,300
High Efficiency Operations Management	Nov 25 - 28	Kuala Lumpur	$5,600
Effective Office Systems Management: Lean Practice for Back office and Financial Services Operations	April 28 - May 1	Hong Kong	$6,300
Effective Sales Leadership	Sept 22 - 24	Hong Kong	$5,300
Challenger Strategies for Building Businesses and Brands	Aug 13 - 15	Hong Kong	$5,300
Strategic Planning & Implementation	Nov 10 - 14	Hong Kong	$7,700
Finance for the Non-financial Manager	June 23 - 26 / Nov 24 - 27	Hong Kong	$6,300

GLOBAL LOCATIONS

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+1-734-647-8134
rkolson@umich.edu

MICHIGAN
ROSS SCHOOL OF BUSINESS
Executive Education

REGISTRATION FORM 2014

(Form may be copied for additional registrants)

Code: Jan 2014 enquiry@umich.com.hk

INSTRUCTIONS

Please email, fax, or mail the completed form to one of our offices:

< Please attach your business card here >

HONG KONG // ASIA PACIFIC REGIONAL OFFICE

12/F Winsan Tower, 98 Thomson Road, Wanchai, Hong Kong
tel: (852) 2509-9088 fax: (852) 2509-9228
email: enquiry@umich.com.hk

UNITED STATES // EXECUTIVE EDUCATION CENTER

Sam Wyly Hall Room 3700
724 East University Avenue
Ann Arbor, MI 48109-1234, USA
tel: (1) 734-763-1000 fax: (1) 734-764-4267

Please put a ✓ in the appropriate boxes: Upon submitting this form you agree to comply with the terms and conditions of the University (Transfer, Substitution, and Cancellation). You will receive a confirmation and an invoice within three working days via email. Payment is required prior to the program and we accept credit card, bank transfer, or check. In the event a program is cancelled, rescheduled, or modified, the University will notify the participants as soon as possible. Please note the University is not responsible for any cost incurred by the participants or the participant's organizations (including but not limited to travel and accommodation cost) should any changes take place after you register for a program. Please contact the Asia Pacific Regional Office for details of the terms and conditions.

○ I would like to submit this registration form before the Early Bird Discount Deadline (10 weeks prior to the program) to claim a 5% discount, and I shall settle the payment within 30 days upon invoicing. I understand registration submitted after the Early Bird Discount Deadline is subject to the full program fee.

PROGRAM	DATE (2014)	LOCATION	PROGRAM FEE (US$)
○ Senior Executive Program in Asia	Sept 12 - 20	Hong Kong	$13,800
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Do you plan to make a hotel reservation? ○ No ○ Yes – We will supply information of recommended hotel(s) upon receiving your registration. Please contact the hotel directly to reserve accommodations. If you have special dietary concerns, please contact us as soon as possible at the Asia Pacific Regional Office.

Why did you choose Ross Executive Education? (You may select more than one.)

○ Company's Recommendation ○ HR/Training ○ Senior Management ○ Past Participant ○ Promotion ○ Mail ○ Email ○ Newspaper ○ Met with a Ross Executive Education Representative ○ Advertisement ○ Magazine/Journal ○ Outdoor ○ Other: _____

○ I am a Past Participant: **PROGRAM:** _____ **YEAR:** _____

PARTICIPANT INFORMATION ○ MR ○ MS ○ MISS ○ MRS ○ DR

FULL NAME | FIRST NAME | LAST NAME

POSITION | COMPANY NAME

COMPANY ADDRESS

CITY | POSTAL CODE | COUNTRY

TELEPHONE | FACSIMILE

EMAIL | COMPANY WEBSITE

[ALL INFORMATION SUBMITTED WILL BE KEPT CONFIDENTIAL]

BILLING INFORMATION (Please provide the following information if the invoice should be directed to someone other than the participant)

FULL NAME | POSITION

COMPANY NAME | COMPANY ADDRESS

TELEPHONE | FACSIMILE | EMAIL

MICHIGAN
ROSS SCHOOL OF BUSINESS
Executive Education

Asia Pacific Regional Office

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Our Asia team here is happy to help !

Executive Director & Head of Learning and Development, Asia Pacific

Kent J. Youil

Director, Asia Pacific

Adrian Chan

Assistant Director, Asia Pacific

Caroline Tuet