THE BEST LEADERS NEVER STOP LEARNING

MIMICHIGAN ROSS

Executive Education

GLOBAL PROGRAM OVERVIEW



GLOBAL OPEN-ENROLLMENT PROGRAMS

NORTH AMERICA OPEN-ENROLLMENT PROGRAMS4	Strategic Human Resource Management
General Management The Michigan Ross Executive Program	Human Resource Executive Program
Business Acumen for High-Potential Executives11	Human Resource Professional Development Program 37
LeadershipPositive Leadership14Management of Managers16Emerging Leaders Program17Leading High-Performing Teams18Negotiating for Positive Results19Advanced Leadership in Action: Kilimanjaro20Strategic Human Resource ManagementAdvanced Human Resource Executive Program24Strategic Human Resource Planning26	Functional Strategic Decision Making & Personal Effectiveness 36 Finance for the Nonfinancial Manager 36 The Big Picture: Integrating Marketing Strategy & Execution 38 Effective Sales Leadership 38 Strategic Planning & Implementation 38 Effective Office Systems Management 38 High-Efficiency Operations Management 38 Family Business 39 Leading Leaders (ICLIF-Ross Partnership Program) 39 Business Leadership (ICLIF-Ross Partnership Program) 39
ASIA-PACIFIC OPEN-ENROLLMENT PROGRAMS30	Strategic Renewal & Change
General Management Senior Executive Program in Asia	INDIA OPEN-ENROLLMENT PROGRAMS 40
LeadershipPositive Strategic Leadership32Management of Managers33Leadership in Action33Emerging Leaders34Developing the Manager in You34Leading High-Performing Teams35Negotiating for Positive Results35Organizational Leadership: Breaking Silos36	General Management Global Program for Management Development in India 4 Strategic HR Management Strategic Human Resource Management in India 42
MICHIGAN ROSS EXECUTIVE CERTIFICATE PROGRACUSTOM PROGRAMS	
GLOBAL LOCATIONS.	
ANN ARBOR EXECUTIVE LEARNING & CONFERENCE	
PARTICIPATING COMPANIES.	
NEXT STEPS	
FACULTY FEATURES	
The New Global Landscape with Professor Linda Y.C. Lim	6
Tap Into Your Fundamental State of Leadership with Professor Ro	bert Quinn
How to Build a Leadership Brand with Professor Dave Ulrich	22



LEAD THE CHANGE YOU WANT TO SEE.

ORGANIZATIONAL ADVANCEMENT REQUIRES A STRONG CATALYST - YOU.

Whether you're a seasoned or high-potential leader, you have a vision for the future. But bringing that vision to life requires managing complexity, making strategic decisions, and leading others for powerful results.

This type of dexterity doesn't just happen—it must be mastered. Named one of the *Financial Times*' elite 11 providers, Ross Executive Education programs provide updated approaches and deep insight from the world's leading business thinkers. Our faculty emphasize an action-based approach, which means you won't just read and talk about effective business practices. You'll actually deploy them. Highly interactive sessions, simulations, and real business projects give you the skills to immediately apply advanced new concepts to your work.

In addition to program information, we've filled this catalog with articles, quick tips, participant insights, and the latest research from Michigan Ross thought leaders. It's our way of showing — not just telling you — the types of valuable knowledge you'll find at Ross for ongoing success.

If you haven't explored our certificate options, we encourage you to take a look at page 27. Loyalty discounts, tailored learning paths, networking opportunities, and recognition from a global leader in business education are just a few of the reasons many participants choose to pursue a Ross certificate.

No matter your leadership goals, we are confident Ross Executive Education will help you transform your organization and your career.



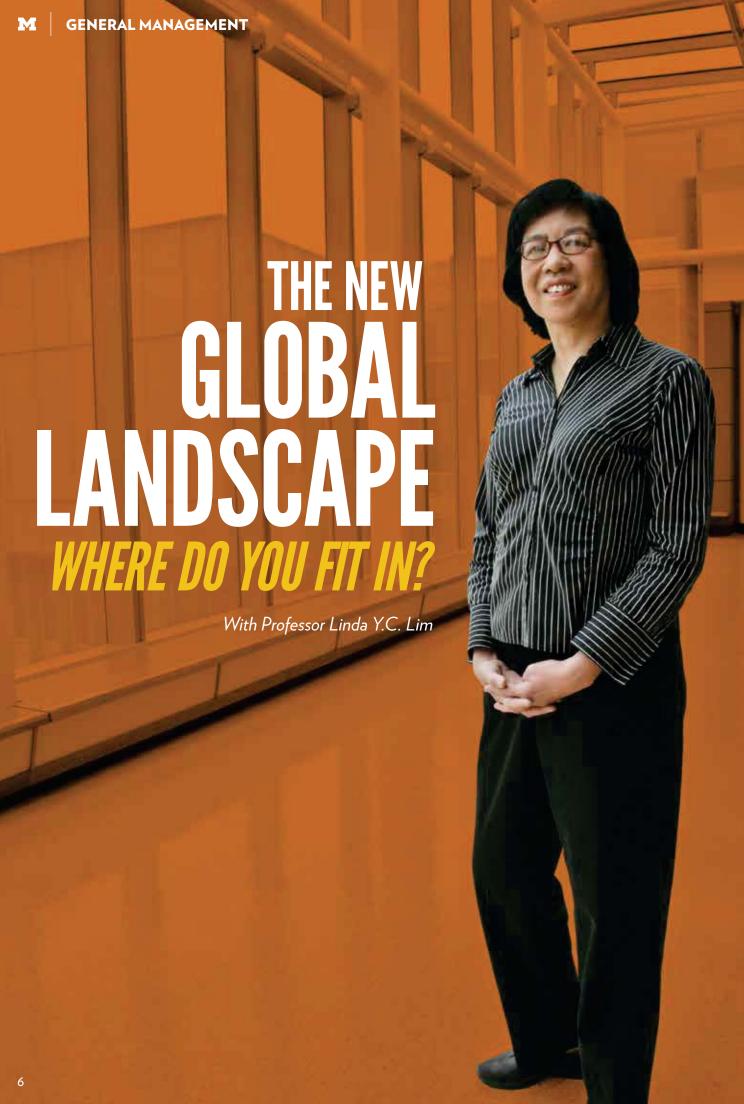
Melanie Barnett
Chief Executive Education Officer



Kim Cameron
Associate Dean for Executive Education
William Russell Kelly Professor of
Management and Organizations







The evolving nature of Asian markets and companies requires changing the way you think about business.

The economic engine of Asia has shifted into a new gear: one that has profound implications for your business.

No longer merely exporters, Asian markets have growing numbers of savvy consumers and maturing companies ready to compete on the global business stage. If you're not thinking about how to adapt your strategy to deal with it, you risk being left by the side of the road, says **Linda Y.C. Lim**, a faculty member of the Michigan Ross Executive Program.

"In today's economy, classic 'Western' or international business practices don't always work when serving Asian consumers or facing Asian competitors," says Lim. "Asia's emerging prominence is impacting global business in new ways, and smart players will adapt."

Lim, an expert in international investment and business strategy, teaches the fundamentals of this shift and how to deal with them in the Michigan Ross Executive Program. While it's impossible to know all the right answers, Lim shows how to ask the right questions so that you'll better understand how these changes affect your industry.

Tables Turned

After decades of exporting and saving, Asian countries are now spending more, saving less, and increasing consumption and imports. Companies based in Asia are innovating at home and competing on a global scale. They've turned the tables on Western markets and firms.

"Asia will account for most world economic and market growth for the rest of this century," Lim says. "Its size and active participation in international trade and investment means what happens in Asia affects other regions."

One of the main implications of this new dynamic is how companies will design products and services. Asian customers are replacing Americans and Europeans as dominant global consumers. As such, businesses have to adapt to different customers with different tastes, income levels, and cultures. Simply tweaking an existing product for a new market may be a recipe for failure. The fundamental way companies innovate, design, source, and market products will have to change for the emerging Asian consumer marketplace.

"This was done for the American market half a century ago, and now there's a new dominant world consumer," Lim says.

A Different Playbook

Beyond calculating economic shifts and marketing for new consumers, businesses across the globe must be prepared for competitors and partners from Asia. Asian companies, some of them long established at home, are entering developed and emerging markets and becoming global players. The playbook they use is often different, so it's a good idea to learn it.

For example, many Asian companies are less focused on short-term profits and willing to operate with lower margins and a longer-term payback period. Some benefit from government protection and subsidies. How does this impact your business decisions if you're leading an established company or another rising Asian company?

"For years, business curriculum has taken for granted specific institutions and structures, such as large public companies in developed Western markets," says Lim. "However, Eastern and Western structures can be very different."

In the Executive Program, Lim covers the different forms of business in Asia—the Japanese *keiretsu*, the Korean *chaebol*, Taiwan and Hong Kong smallto medium-sized enterprises, Southeast Asian family conglomerates, and government-linked companies. She explains both the advantages these business models enjoy and the challenges they face on the global business stage. Program participants learn to develop a strategy for their organization that helps them both work and compete with these companies.

Questions participants consider include, What's the best way to partner with a state-owned enterprise? How can you compete in technological innovation? How can you compete for talent?

The key is getting to the right questions and learning how to think differently, Lim says.

"Participants in this program come away with new thinking on how their business practices and strategies need to change," says Lim. "Not only in Asia, but at home and around the world."

THE MICHIGAN ROSS EXECUTIVE PROGRAM

OMPETITOR

GENERAL

execed.bus.umich.edu/executiveprogram

WHO SHOULD ATTEND

Senior executives with

15+ years of management experience who have, or will soon have, general management responsibilities

Vice presidents, business unit managers, country managers, or functional area executives preparing for greater levels of responsibility

Senior leaders who earned an MBA early in their careers and want to update their knowledge for today's environment

SELECTED FACULTY

Gautam Ahuja Kim Cameron Linda Y.C. Lim M.P. Naravanan Raymond Reilly

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Real business doesn't happen in neat, compartmentalized silos. It's unpredictable, messy, and seldom falls into functional categories. Real business is about issues, challenges, and opportunities that defy traditional



The Michigan Ross Executive Program takes your professional development experience beyond traditional academic lines. By broadening your understanding of business issues outside your firm and function, you'll learn to lead with an industrywide, global perspective. You'll become a more forward-thinking executive as you explore how current global news stories impact your business and industry. Additionally, you'll discover how to seize timely opportunities



usiness theories, frameworks, and models are standard offerings in the business school classroom, and they work well most of the time. But Michigan Ross Professor Ray Reilly thinks seasoned leaders who have substantial knowledge and experience require a different approach to learning — one that emphasizes the biggest challenges of today's business environment.

His solution? The newly designed Michigan Ross Executive Program, which turns the traditional classroom experience on its head.

"Many of our participants have advanced business degrees and are already familiar with the traditional frameworks used both in the classroom and in business situation analysis," says Reilly. "We teach them to hone their critical thinking skills and apply that knowledgeas well as new frameworks — to today's most pressing issues. This challenges both executives and faculty members to venture out of their comfort zones and discover new ways of dealing with complexity."



and prevent missteps, all while developing sophisticated business knowledge spanning global, industry, firm, and individual levels. You'll emerge with new tools and frameworks to understand competitive forces, identify game-changing opportunities, and position yourself for success.

Takeaways

- A customized general manager's agenda that provides actionable steps to accomplish key goals and improve your bottom line
- Comprehensive understanding of the global business climate and evolving industry dynamics
- Practical frameworks to implement competitive, cross-functional strategies
- Tools to get results across functions and foster a collaborative, high-performance culture

Michigan Ross Executive Program alumni are some of the world's top business executives who remain colleagues and friends long after the program.

STARTING FROM THE **BUSINESS WORLD**

The program begins by looking at the global business economy holistically, and then drills down to explore issues of industries and firms. Lastly, participants explore their own organization and themselves as a leader. Starting with an outward focus helps participants determine what competencies and frameworks can best help them tackle challenges that come from outside of the firm.

ANTICIPATING IMPACT

Reilly challenges faculty to identify the top pressing issues in the areas they teach, and asks participants to share their most challenging business problems. In a collaborative classroom discussion atmosphere, faculty link relevant research to relevant problems. Faculty and participants also discuss the latest news headlines and how they directly impact their business life. For example, they might discuss a Wall Street Journal article on the next possible Federal Reserve chair. They'll talk about that person, what policy agenda they might bring, and how that will directly affect someone's business.

MAKING CONNECTIONS

"We're taking these stories and connecting them to the organizations and the executives in the classroom," Reilly says. "Anticipating how the world around us will influence our business and being able to act quickly takes a certain type of critical thinking and knowledge. In any industry, what happens in the outside world can throw a wrench into the best-laid plans. What I want to do is help executives develop the thinking practices to stay ahead of the curve and reap a bottom-line benefit from doing so."



BUSINESS ACUMEN FOR HIGH-POTENTIAL EXECUTIVES

execed.bus.umich.edu/businessacumen

As a high-potential leader striving to succeed at senior levels of management, you must develop advanced decision-making skills, manage key talent, and gain sophisticated insight into what it takes to maximize shareholder and customer value in complex business environments. Delve deeply into the key differentiators driving your organization and learn to achieve results faster, more efficiently, and more strategically. You'll come away with cutting-edge frameworks to define your future, as well as a customized, actionable plan to solve the toughest challenges in your organization.

WHO SHOULD ATTEND High-potential managers and directors with 10+ years of management experience who are preparing for a role that requires a multidisciplinary perspective and proven leadership skills

SELECTED FACULTY

Cheri Alexander John Branch Paula Caproni Aneel Karnani Raymond Reilly

We invite you to learn more.

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A Playbook for Intuition

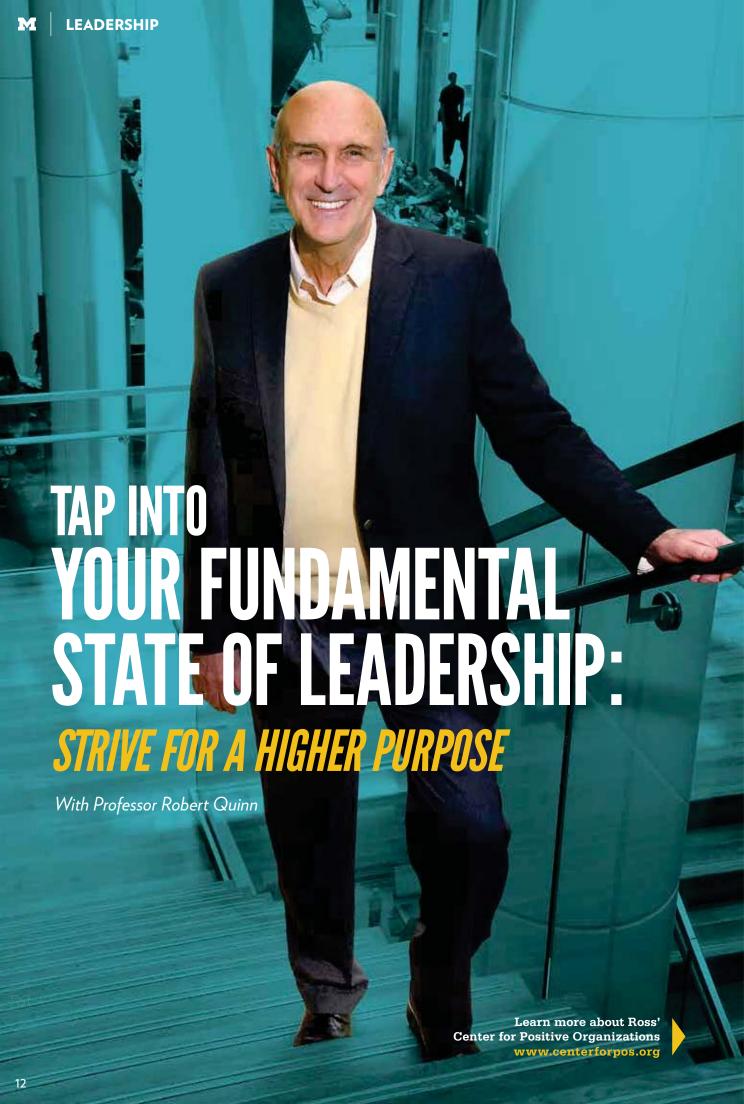
Do snap decisions, intuition, and gut feelings have a place in business? They may sound like risky practices, but Professor **Ray Reilly** says seasoned leaders rely on intuition every day. However, it's a specific type of intuition: one that's shaped over time by continually applying frameworks to experiences until they become second nature. Smart, quick thinking and execution can indeed become "automatic," but it takes work to get there. Reilly offers these tips for sharpening your decision-making skills:

ALWAYS HAVE A ROAD MAP. Use a proven framework as a tool for understanding business challenges and making informed decisions. Without one, your actions won't have a foundation.

THINK STRATEGICALLY. In addition to a framework of understanding, you need a structured thought process for assessing problems. Without one, your decisions (and their outcomes) will lack continuity and consistency.

KEEP PRACTICING. Over time, applying these frameworks and processes becomes as natural as riding a bike: call it "informed intuition."

Executives must think and act on their feet, but that shouldn't mean fumbling. The Business Acumen Program equips you with frameworks and tools to become both quick and conscientious.



LEADERSHIP IS NOT A POSITION. IT'S YOUR CAPACITY TO INFLUENCE.

No matter your place in the ranks of your organization, your ability to initiate change hinges on how you inspire yourself and others to do great work.

So what does it take to inspire great work? Get to a higher purpose, says Ross Professor **Robert Quinn**.

Pursuing a higher purpose makes work more rewarding than doing it just for the purpose of obtaining profit, and it in turn leads to significantly better results for the company. When an organization shares a collective higher purpose, work matters more to everyone. Employees have a true stake in the organization's success, and individual contributors take on the mindset of owners, responsible for realizing their own benefit. They go beyond their job descriptions, collaborate and innovate more, and deliver higher-quality work.

Professor Quinn's research shows that the sooner you as a leader tap into the deep needs and values of your employees and stakeholders, the sooner you will realize the full potential of yourself and your organization. In fact, Fortune 500 companies identified as organizations of higher purpose outperform other companies by a ratio of 8 to 1 on average.¹

Identify and Articulate Your Company's Higher Purpose

Every organization has a higher purpose. It is simply the ultimate value or benefit it provides for its stakeholders, including customers, employees, and shareholders. Profit is simply a byproduct of creating this value. For example, investment firms work to create financial security and peace of mind for retirees. Home appliance companies foster a home life for families. And technology companies make our lives more convenient. To identify your company's higher purpose, listen deeply to a wide array of stakeholders and then articulate the most salient values and desires you hear.

2. Be Authentic

You can't fake this stuff. Tactics to articulate a higher purpose for the sole purpose of incentivizing employees will backfire. Realizing the value of striving for a higher purpose starts by living it yourself. In order to truly inspire others, you must embody the values of your organization in your own actions. Live what you preach, and translate it to all your daily activities.

3. Communicate the Path to Achieving the Higher Purpose

It's not enough to state a higher purpose of work and expect everyone in your organization to connect the dots. As a truly transformational leader, you must translate the higher purpose into specific strategic objectives and individual work plans. A vision should provide a sense of direction related to the higher purpose, and be simple, idealistic, challenging, and realistic. This vision will become a roadmap that can be used to parse out collective short-term goals and individual daily actions. Here are some guidelines for this process:

- Start with an articulation of past achievements and current capacities
- State the higher purpose and vision in clear and unequivocal terms
- Set objectives for innovative activities to get there
- Hire and empower innovative people who want to pursue the higher purpose
- · Provide support and assistance
- Encourage and reward learning and information sharing
- Test proposed innovations with small-scale experiments
- Reward initiative, innovation, positivity, and flexibility
- Examine and learn from successes and failures
- Continually monitor and refine the path to excellence

Put It All Together

By striving for a higher purpose and entering the fundamental state of leadership, you have the opportunity to do something that few others know how to do. To develop the full suite of skills that will enable you to become a transformational leader, explore the Positive Leadership Program.

PROFESSOR ROBERT QUINN

Robert Quinn is a global expert on the process of positive change, individual and collective capacity, and transformational leadership. He is one of the pioneering scholars of the field of positive leadership, and has published numerous studies and 16 books on positive change. He is a fellow of both the Academy of Management and the World Business Academy. He has 25 years of experience working with executives on organizational change, leadership, and vision in large-scale projects. He teaches in both the MBA and executive levels and is known for innovative instructional efforts.

Sisodia, R.S., D.B. Wolf, & J.N. Shet. Firms of Endearment: How World- Class Companies Profit from Passion and Purpose, Upper Saddle River, N.J.: Wharton School Publishing, 2007, pp. 16.

SPRING 2014

ANN ARBOR

Dec. 7-12, 2014 June 14-19, 2015 Dec. 6-11, 2015 Fee: \$9,950 Includes meals and accommodations

WHO SHOULD ATTEND

Senior leaders seeking to develop creative, committed, and constructive teams

HR/management teams

addressing organizational opportunities and challenges

Executives who are leading or going through transformational change

SELECTED FACULTY

Wayne Baker Kim Cameron Jane Dutton Robert Quinn Gretchen Spreitzer

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POSITIVE LEADERSHIP

execed.bus.umich.edu/positiveleadership

Program faculty
won the Academy
of Management's 2012
Research Impact Award
for translating research and
knowledge into practice.

The latest research on today's leading companies shows performance improvement is realized only through creating a culture of high achievement.

This research also proves that positive approaches to leadership deliver significantly better business results than common, outdated methods that target weakness and deficit. Master proven techniques to bring about higher profitability and customer satisfaction through exemplary employee engagement. By examining your leadership style and completing case analyses and team exercises, you'll harness strategies used by leaders across the globe to yield top results. You'll also apply concepts to a challenge in your organization and emerge with a customized plan to solve it.



How to Deliver Negative Feedback for Positive Results

s a strong leader, there will be times when you have to deliver messages that are critical or disapproving. Though the importance of maintaining a positive work environment can't be overstated, people need feedback — often *negative* feedback — in order to grow and achieve.

Using **supportive communication**, you can deliver negative feedback in a positive way *without* diluting your message. This method helps ensure not only that feedback is accurate and straightforward, but also that the relationship between you and the recipient is supported — and even enhanced — by the interchange.

Delivering negative feedback within the framework of supportive communication separates the recipient's behavior from their self-worth. It's more than "playing nice." Maintaining positive relationships in the workplace significantly increases engagement, productivity, and ultimately, the bottom line.



Takeaways

- Tools for navigating change and responding strategically to crisis
- Techniques to unlock the highest potential within yourself and others
- Methods for developing high-impact relationships and a results-oriented work environment
- A capacity to stimulate exceptional individual and organizational growth

STEP 1

DESCRIBE THE EVENT, BEHAVIOR, OR CIRCUMSTANCE OBJECTIVELY.

Try to frame the problem in a way that is nonjudgmental and verifiable. **EXAMPLE:** "You didn't make the deadline" is a fact, but "Your procrastinating is unacceptable" is an opinion.

STEP 2

DESCRIBE OUTCOMES AND YOUR FEELINGS, NOT THE OTHER PERSON'S ATTRIBUTES.

EXAMPLE: "As a result, we're not going to be presenting at the conference, and I'm worried this will impact our firm's reputation." Note that the focus is on the impact and how you feel about it — not on the other person's character.

STEP 3

SUGGEST ALTERNATIVE SOLUTIONS THAT COULD BEST RESOLVE THE ISSUE.

EXAMPLE: "How can we make sure this doesn't happen going forward? Would it be helpful if I sent out a reminder before future deadlines?" Be open to constructive dialogue as the conversation progresses. It's important to arrive at a solution that provides confidence and closure for both parties.

SPRING 201

ANN ARBOR

Nov. 17-21, 2014 June 1-5, 2015 Nov. 9-13, 2015 Fee: \$9,700 Includes meals and accommodations

WHO SHOULD ATTEND

Mid- to senior-level managers who supervise other managers

Managers/directors seeking to strengthen their leadership roles and add value to their organization

SELECTED FACULTY

Horst Abraham Kim Cameron

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MANAGEMENT OF MANAGERS

execed.bus.umich.edu/managementofmanagers

High-performing organizations create leaders who capitalize on strengths and overcome weaknesses; maximize value by embracing and balancing diversity of experience and thought; and create a work environment that encourages new ideas and an improvement-driven culture across the firm. The Competing Values Framework (CVF), which originated at Michigan Ross, does all of this and more: it helps leaders develop perspectives to drive organizational success. In-program and post-program coaching helps ensure integration of key components into daily practice.



Aaron Roach
District Manager,
Verizon Wireless

Over the course of two years, **Aaron Roach** attended three programs through Ross Executive Education. As his leadership responsibilities grew, he came back for a fourth: Management of Managers.

"This program gave me tools to significantly boost my team's performance," says Roach. "Now, we consistently rank at the top level for the company's key performance indicators. Every day, I apply Ross frameworks to help me be a better collaborator, team-builder, and coach"

EMERGING LEADERS PROGRAM

execed.bus.umich.edu/emergingleaders

Professors D. Scott
DeRue and Maxim
Sytch were named among
the top 40 business school
professors under 40 by
CNN Money and Poets
and Quants.

Ascending to new levels of management requires developing your leadership approach to achieve greater impact. Learn to set the right

vision, build and inspire results-oriented teams, and embrace change — even in continually shifting, disruptive environments. You'll develop a customized, 100-day action plan for team and leadership development. Professors D. Scott DeRue and Maxim Sytch were named among the top 40 business school professors under 40 by CNN Money and Poets and Quants.

ANN ARBOR

Sept. 29 – Oct. 3, 2014 April 20-24, 2015 Sept. 28 – Oct. 2, 2015 Fee: \$9,700 Includes meals and accommodations

WHO SHOULD ATTEND High-potential, mid-level managers with three to 10 years of experience

SELECTED FACULTY

Paula Caproni D. Scott DeRue Gretchen Spreitzer Maxim Sytch

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Is High Performance Hurting You?



s a high-potential leader, proving your ability is critical to your career trajectory. But watch out — if you're too concerned with doing things right, you might avoid stretching your comfort zones, which can stunt your development as a leader. Professor **D. Scott DeRue** offers these mindful engagement tips to fuel continual growth:

EXPERIMENT OFTEN

Active experimentation, or trying something new with full acceptance that things might not go as planned, can help you become comfortable with the unfamiliar. When built into a stretch assignment, a planned experiment provides a safety net while maximizing learning—failure is already accounted for (and perhaps expected), so you're more likely to take risks.

SEEK FEEDBACK

Asking for honest input from superiors, peers, and subordinates may be uncomfortable at times, but it can help uncover valuable insight that would otherwise go unshared.

SCHEDULE TIME TO REFLECT

Reflection—or learning to digest, synthesize, and draw patterns across your experiences—is essential to self-awareness and growth. Schedule time to record your observations about personal behaviors and traits (otherwise, it's easy to push this important task to the side).



Learn more about leveraging mindful engagement tactics in Experience-Driven Leader Development,

co-authored by Professor D. Scott DeRue.



Find the book at: www.experiencedriven development.com

ANN ARBOR

Nov. 10-12, 2014 March 9-11, 2015 Oct. 19-21, 2015 Fee: \$5,900 Includes meals and accommodations Teams of 3 or more: 10% off

WHO SHOULD ATTEND

Managers who lead on-site, global, and virtual teams

Mid-level managers whose teams interact across different parts of the organization

Teams looking to improve their productivity, effectiveness, and impact

FACULTY

Paula Caproni Jeffrey Sanchez-Burks

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LEADING HIGH-PERFORMING TEAMS

execed.bus.umich.edu/leadingteams

Unleash the talent of your teams — globally, locally, or virtually. In this program, you'll learn key practices to achieve sustainable, extraordinary performance while gaining a deeper understanding of your leadership strengths and weaknesses. Propel your growth as a visionary leader who builds coalitions and acts as an ambassador. You'll analyze common pitfalls many talented leaders make and discover which behaviors support a culture of high performance. Action-based tools include self-assessments, team diagnostics, and simulations. Each participant will receive a follow-up coaching session within three months of the program.

Staying on Track in Times of Turbulence

When faced with a customer challenge or crisis situation, employees may not always remember principles that should guide their decision making, such as company mission statements and strategies. As a leader, you can help your teams stay aligned, focused, and inspired by giving them a commander's intent statement.



by Professor Paula Caproni

WHAT IS A COMMANDER'S INTENT STATEMENT?

This tactic—used by the military for decades—boils complex objectives into a memorable statement that teams can understand, care about, and act upon. It should be:

- · Aligned with a mission or strategy
- · Simple, clear, and short
- In your own words (no jargon)
- · Concrete and actionable
- · Meaningful and emotionally resonant

EXAMPLES AND APPLICATIONS

MEDICAL: Our goal is to eliminate pain and suffering.

RESORT: We will always provide the best vacation experience possible.

AD AGENCY: We exist to be a place where creativity thrives.

WHAT ARE THE OUTCOMES?

A commander's intent statement anticipates the unexpected and recognizes that employees' actions cannot be scripted. It gives them the flexibility to accomplish what needs to be done while staying true to the spirit of the goal, especially when they face situations in which the official strategy is insufficient. When teaching executives how to create and lead teams, one of the first things I have them do is write down their commander's intent statement. This simple activity can have a profound effect on both executives and the teams they lead.

NEGOTIATING FOR POSITIVE RESULTS

execed.bus.umich.edu/negotiating

It's long been assumed that competition and cooperation are separate negotiation strategies. But this program — fueled by years of research, teaching, and coaching — teaches you to leverage both skills at the same time for more effective outcomes. You'll use simulations of actual business challenges to learn to tap into yourself as a resource, be more aware of how to negotiate across cultures, find new opportunities for all parties, and build relationships that get results.

Additionally, you'll learn to broaden your definition of what a negotiation looks like, enabling you to approach both high-stakes deals and daily office interactions more naturally, confidently, and successfully.

ANN ARBOR

Nov. 18-21, 2014 June 9-12, 2015 Nov. 16-19, 2015 Fee: \$6,800 Includes meals and accommodations

WHO SHOULD ATTEND:

Leaders who negotiate across cultures, functions, levels, and sectors

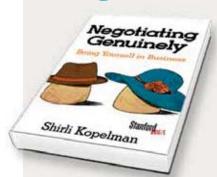
FACULTY

Shirli Kopelman Jeffrey Sanchez-Burks

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Negotiating Genuinely



hether they're closing a multimillion-dollar deal or engaging in daily business conversation, leaders often adopt a "negotiation persona" to achieve the results they seek. But far too often, they fail to recognize their biggest ammunition: themselves. Professor Shirli Kopelman says to achieve your utmost potential, you have to be yourself in business.

DON'T PLAY A ROLE: BE YOURSELF

Our stereotypes of how a good negotiator behaves, our fear of being taken advantage of, and our desire to excel drive us to act in ways that aren't genuine. But you don't have to be a salesperson to effectively communicate your value proposition. Your biggest resource in the negotiation is the uniqueness of who you are.

SURVEY THE LANDSCAPE

There is no formula of tactics to apply in every negotiation. How you explore opportunities depends upon the people involved, the business context, cultural nuances, and your goals. Being strategic and genuine will enable you to adjust your approach to achieve positive results.

COOPERATE AND COMPETE

Many people think of cooperation and competition as separate strategies. Successful positive negotiators leverage both simultaneously, adding value for the other party, expanding what can be accomplished, and ultimately gaining more for themselves.



Professor Shirli Kopelman is the author of the recent Negotiating

Genuinely, an innovative approach for negotiating more naturally, positively, and successfully.



Find the book at:

www.negotiatinggenuinely.com

ANN ARBOR

Designed for intact teams. Call to discuss how you can build the strengths of your team with this program.

WHO SHOULD ATTEND

Proven leaders who want to achieve new and ambitious results through authentic, inspirational leadership

FACULTY

D. Scott DeRue

We invite you to learn more.

Visit us online or contact a program consultant to discuss your needs: +1 734-763-1000

rossexeced@umich.edu

ADVANCED LEADERSHIP IN ACTION: KILIMANJARO



Named one of the Best Adventure Travel Companies on Earth by *National Geographic Adventure* magazine. Research proves learning in unfamiliar, ambiguous environments has the most impact on advancing your skills. As we go out of the classroom and onto

Kilimanjaro — a climb suitable for beginners and experienced hikers alike — you'll learn cutting-edge leadership skills for tough environments and leverage them in team challenges. Individual coaching will help you apply learning to your work, and a personalized development plan will help you realize excellence within yourself and your organization. You'll return a profoundly different leader — more authentic, self-aware, and driven to achieve your highest objectives.



FACULTY DIRECTOR D. SCOTT DERUE, MT. EVEREST, MAY 2013

Leadership Lessons from the Top of the World

What's to be learned about business from climbing a mountain? A lot, says Professor **D. Scott DeRue**. He recently summited Mount Everest and spoke with *Businessweek* about what it takes to accomplish Everest-sized goals in your work:

PUT THE "WE" AHEAD OF "ME"

To truly succeed, you've got to align your goals with the group's. On Everest, everyone wants to summit, but team members often differ on safety thresholds. Teams require a shared vision to be effective. The same is true in business.

ASK THE RIGHT QUESTIONS

In the face of risk, you have to make the right decisions amidst conflicting views and opinions. Manage communication effectively to make sure you'll get the best information to make the best decision.

DEVELOP MENTAL TOUGHNESS

Great teams are not born perfect. They come ready to learn, adjust, and overcome setbacks. How you adapt, commit, and go after a goal determines your success.





Put simply, a brand is the earned reputation of a product, company, or institution. Brands take years to build, and they're a cumulative reflection of many things: quality, customer service, advertising and PR, word of mouth, and consistent deliverables over a period of time. By extension, a leadership brand turns customer expectations into leadership actions.

Long-term organizational success depends on not just developing *leaders*, but developing a *leadership brand*.

When you focus on developing individual leaders, you may get short-term results by building the personal qualities of the individual; however, if you want to develop effective and sustainable leadership across your organization, you must focus on developing a leadership brand. By implementing the four steps below, your company can ensure consistent leadership bench strength well into the future.

1 MASTER LEADERSHIP FUNDAMENTALS

All brands start by doing the fundamentals well. As an HR leader, you should encourage the development of your company's managers in these five basic leadership domains:

STRATEGY: How do your leaders position the firm for continued success?

EXECUTION: How do your leaders build organizational systems that work, deliver results, and make change happen?

TALENT MANAGEMENT: How do your leaders coach and communicate with your people?

HUMAN CAPITAL DEVELOPMENT: How do your leaders invest in future employees?

PERSONAL PROFICIENCY: How do your leaders learn, act with integrity, exercise social and emotional intelligence, and make bold decisions?

Without consistency in these leadership fundamentals, your leadership brand cannot deliver on customer expectations.

2 LOOK FROM THE OUTSIDE IN

Build the differentiating aspects of your leadership brand by identifying and understanding what your firm wants to be known for by the outside world. Apple, for example, wants to be known for its outstanding ability to innovate and design user-friendly technology; to that end, its leaders drive innovation in all their decisions. Wal-Mart wants to be known for its everyday low prices, so its leaders are frugal and unassuming themselves, and can drive a hard bargain. Once you've identified what you want to be known for by customers, define the competencies that will contribute to that goal. Then, craft a clear, concise statement that outlines these competencies and how they relate to your customers' and investors' expectations. This helps to guarantee that leaders across the organization share a common goal. It will also inform all of your HR practices (hiring, training, paying, communicating, and governing). This statement establishes the standards of leadership that will turn customer expectations into leadership actions.

3 CONTINUALLY EVALUATE

As you implement your leadership brand, you must continually evaluate individual leaders to make sure they're living up to the leadership brand standards. This will require you to assess leaders from the customer's point of view. For example, instead of worrying about goods *shipped* on time, customers care about whether they *received* their goods on time. Make sure your managers lead in ways that further the goals of the customer. By evaluating your leaders' performance from a customer standpoint, your firm will strengthen its leadership brand.

4 COMMUNICATE SUCCESS

As your company delivers on its leadership brand promises, it will develop a reputation for exceptionally high-quality management. This reputation will attract talent that connects with the brand, thereby perpetuating the positive cycle.

You'll also extend the company's leadership reputation as you export talent. The strength of your leadership brand can be measured by the degree to which leaders who leave the firm go on to top positions in other corporations. Companies with strong leadership brands are confident about their bench strength and view what many organizations see as a negative—the loss of a leader—as a positive. The consulting firm McKinsey, for example, continues to build its leadership brand by tracking and publishing the feats of its successful alumni.

As your leaders learn how to master both the core skills of leadership and the unique differentiators that carry the leadership brand, they will increase the value of your organization. By focusing on leadership — not just leaders — and defining a leadership brand, your firm will increase its sustainability year after year.

SPRING 2014

ANN ARBOR

July 7-18, 2014 Oct. 27 – Nov. 7, 2014 March 16-27, 2015 July 6-17, 2015 Oct. 26 – Nov. 6, 2015 Fee: \$24,500 Includes meals and accommodations

WHO SHOULD ATTEND Senior HR executives and general managers who realize the importance of HR to business success and want to leverage HR investments to deliver organizational goals

SELECTED FACULTY

Dick Beatty Wayne Brockbank Bill Joyce David Ulrich

We invite you to learn more.

Visit us online or contact a program consultant to discuss your needs: +1 734-763-1000 rossexeced@umich.edu

ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

execed.bus.umich.edu/advancedhr

Establish HR as a true partner in advancing and driving business goals. Join HR expert **Dave Ulrich**, our team of global HR thought leaders, and top-level HR executives as you set a new, strategic vision for your HR operations. Develop a step-by-step executive agenda to gain buy-in from key stakeholders, balance multinational cultures, and implement change. The results of the HRCS, the largest, most longitudinal study of HR practices worldwide, play a major role in driving our curriculum and your results.



Cheryl Bourn
HR Director,
Wood Products
Weverhaeuser

Leveraging HR's Seat at the Table

How Weyerhaeuser's HR team is Using Michigan Ross Tools to Shape Overall Business Strategy

CHERYL BOURN — along with a company colleague — participated in the Advanced Human Resource Executive Program (AHREP) as part of a professional development initiative for Weyerhaeuser. Here, she shares how AHREP helped shape companywide workforce strategies.

CONNECTING HR TO BUSINESS STRATEGY

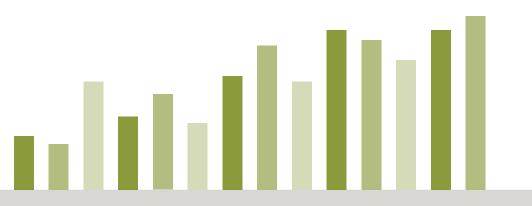
Rather than focusing on what's trending in HR processes and tools, we took a hard look at how our workforce should be supporting overall business strategy. If you're going to do great HR work, you have to first look externally at shareholder and customer expectations, then develop workforce strategies which will differentiate you in your markets. So many people talk about HR getting a seat at the table; this program gives you the tools to leverage that seat at that table. Instead of spending time convincing our organization how good our HR systems are, we help lead conversations about where our company is headed.

Takeaways

- The ability to create strategic HR practices that advance business goals
- Strategies to enter global markets and balance multinational cultures
- Tools to define and implement a talent management agenda and build a competitive business culture
- Metrics to better measure HR effectiveness in advancing business objectives

TO LEARN MORE

about how you can bring a company business challenge to the program, contact a program consultant at +1 734-763-1000 or rossexeced@umich.edu.



Information from the **Human Resource Competency Study** (HRCS), the largest global study of HR practices, plays a pivotal role in the program. Led by Professor Dave Ulrich, the Ross School of Business, the RBL Group, and global research partners, the HRCS' ongoing research spans more than 25 years and continues to shape the future of HR.

25+

ACHIEVING GREATER RESPONSIBILITY

Before we left for AHREP, we were asked to lead our company's strategic workforce planning. By the time we came back, we had a complete, research-based template for it. In just three months after returning to our jobs, we held educational sessions across the company to re-engineer our workforce planning. Now, every division uses the model we adapted at Michigan Ross. It's been incredibly beneficial and well received.

BUILDING A LIFELONG NETWORK

We were so impressed by the high caliber of people in the program, and the global and industry representation was incredible. A year later, we still stay in touch—in fact, we've formed a LinkedIn group, and people regularly brainstorm about challenges and new solutions. I've already noticed that many people who were in the program have been promoted. AHREP helped us be successful, and it's inspiring to see others benefit from it, too.

ANN ARBOR

Sept. 22-26, 2014 April 13-17, 2015 Aug. 10-14, 2015 Fee: \$9,700 Includes meals and accommodations

WHO SHOULD ATTEND

HR managers responsible for the design and implementation of HR strategies

Vice presidents and directors of specialty functions of HR

HR generalists

Line managers who recognize that the right talent in strategic roles is the only way their organization will succeed

FACULTY

Dick Beatty Bill Joyce

We invite you to learn more.

Visit us online or contact a program consultant to discuss your needs: +1 734-763-1000 rossexeced@umich.edu

STRATEGIC HUMAN RESOURCE PLANNING

execed.bus.umich.edu/strategichr

Transform your HR function from operationally reactive to strategically proactive by building and implementing a business-focused HR strategy that drives value. We'll begin by exploring your business strategy, and then examine the cultural, capability, and talent requirements necessary to make your vision a reality. Finally, we'll investigate the ways your workforce has a major impact on your firm's performance, and you'll emerge with a road map to create customer and business value through HR.

Why Exceptional Talent Isn't Enough

Finding and retaining "A players" — or high-performing, high-potential employees — is key to success. But a single-minded focus on securing outstanding talent misses the point, says Professor **Dick Beatty**. Here, he explains why identifying "A positions" is also critical.

POSITIONS FIRST. PEOPLE SECOND

An exclusive focus on "A players" puts the horse before the cart. High performers only add value if they're harnessed to the right cart — that is, engaged in work that's essential to company strategy. Few organizations identify their strategic "A positions" before focusing on which "A players" should fill them.

INGREDIENTS FOR "A POSITIONS"

Most HR professionals know the ingredients for an "A player." But what constitutes an "A position"? Look for:

Strategic relevance: "A positions" should directly support the company's key strategies. Organizational hierarchy is irrelevant. In fact, these positions may be relatively simple jobs that need to be performed creatively to further unique objectives that impact the creation of customer and economic value.

Performance variability:

If employees in a particular role (e.g., regional sales) have varying degrees of performance, invest in their development. Better performance averages in key roles pay significant dividends in corporate value creation and the sustainability of the company.

YOU'VE WORKED HARD TO PROPEL YOUR SUCCESS. WHY NOT SHOWCASE IT?



BECOME A MICHIGAN ROSS DISTINGUISHED LEADER.

By completing a series of programs, you earn the Michigan Ross Distinguished Leader Executive Certificate. Choose the programs that best suit your learning goals and attend them at your own pace — either in quick succession or over a period of years. After participating in a total of four programs*, you will receive a certificate naming you a Michigan Ross Distinguished Leader.

BENEFITS FOR YOU

- Receive a scholarship for life for Michigan Ross Executive Education Programs
- Develop your knowledge and skills for today's

 and tomorrow's business landscape
- Interact with experts and build a global peer network
- Boost your resume to position yourself for advancement
- Provide incentives and support for developing your team members and colleagues

BENEFITS FOR YOUR COMPANY

- Retain high-potentials by investing in their development
- Empower individuals and teams to bring new ideas to your firm
- Apply advanced research and proven tools to your toughest challenges
- Build a sustainable, productive business culture
- Gain progressive cost savings as participants work toward completion

^{*} Programs that are longer than one week qualify for multiple credits. Please note that the word "credit" does not refer to academic credit toward degree programs.

1 PROGRAM = 1 CREDIT 4 PROGRAMS = CERTIFICATE*

TWO THINGS ARE TRUE OF THE BEST LEADERS:

They never stop learning and they commit to developing others. We at Michigan Ross support you in both of these important aspects of your leadership.

MICHIGAN ROSS SUPPORTS YOU IN DEVELOPING YOURSELF

MICHIGAN ROSS SUPPORTS YOU IN DEVELOPING OTHERS

LEVEL 4

DISTINGUISHED LEADER EXECUTIVE CERTIFICATE

Complete your fourth program to become a graduate of our Executive Certificate Program.

- 25% scholarship for life for Michigan Ross Executive Education Programs
- Receive an Executive Certificate, naming you a Michigan Ross Distinguished Leader
- Exclusive Ross Executive Education Alumni Status
- Voucher for 50% off a five-day program (transferrable to a team member or colleague)

I EVEL 3

Complete your third program to earn your third credit.

 20% scholarship toward future enrollment Two \$600 program vouchers to share with your team members and colleagues

LEVEL 2

Complete your second program to earn your second credit.

• 15% scholarship toward future enrollment

 Two \$400 program vouchers to share with your team members and colleagues

LEVEL 1

Upon completion of one program, you'll receive one credit.

• 10% scholarship toward future enrollment

 One \$400 program voucher to share with a team member or colleague

U.S. CONTACT: ROSSEXECED@UMICH.EDU // 734.763.1000 ASIA CONTACT: UM-ASIA.EXEC.ED@UMICH.EDU // +852-2509-9088

Contact our certificate consultant to discuss your individual goals, questions, and completion options.

ASIA-PACIFIC OPEN-ENROLLMENT PROGRAMS

Since 1993, Michigan Ross programs in Asia have offered advanced learning in general management, leadership, strategic HR management, and specialty topics to address key challenges at every phase in your career. Our Asia Pacific regional office facilitates a highly personalized development process for you, and programs in each of our Asia locations cater to the unique demands of your busy executive lifestyle. Our collegial atmosphere provides an opportunity to collaborate with other dynamic leaders of Asia and expand your network.

We invite you to learn more. Visit our website or start a dialogue with our program consultants to learn how Ross Executive Education can transform your organization and career.

Asia Pacific Regional Office +852-2509-9088 um-asia.exec.ed@umich.edu execed.bus.umich.edu/HongKong



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

michiganrossasia.com



This flagship program for senior executives examines high-level general management issues from multiple perspectives. You'll explore key topics in strategy, global business, finance, marketing, operations, and more. You'll also examine the challenges of balancing competing tensions and stakeholder concerns, all while driving organizational capability to enhance competitive advantage. Extensive simulations and individualized coaching will help you address a specific challenge from your organization and develop an actionable plan to solve it.

Takeaways

- Address the key strategic, global, financial, marketing, and management skills required to successfully lead your organization
- Increase your firm's value proposition and improve customer satisfaction
- Develop a better understanding of your own leadership style and gain confidence to lead organizational change
- Expand your network and learn from other senior executives who share similar challenges

HONG KONG

Sept. 12-20, 2014 Fee: \$13,800

Sept. 11-19, 2015 Fee: \$15,200

WHO SHOULD ATTEND Senior executives and high

performers who are expected to move into a role with more responsibility

FACULTY

John Branch Michael McGrath M.P. Narayanan

We invite you to learn more.

Visit us online or contact a program consultant to discuss your needs: +852-2509-9088 um-asia.exec.ed@umich.edu

HONG KONG

Aug. 19-22, 2014 Fee: \$6,300

Aug. 18-21, 2015 Fee: \$6,900

WHO SHOULD ATTEND

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

FACULTY

Kim Cameron Jeffrey Sanchez-Burks

We invite you to learn more. Visit us online or contact a program consultant to discuss your needs: +852-2509-9088

um-asia.exec.ed@umich.edu

POSITIVE STRATEGIC LEADERSHIP

michiganrossasia.com

Informed by new research and hard science, this program demonstrates that positive organizational dynamics directly impact profitability, customer satisfaction, and employee retention. Gain frameworks and tools to leverage your personal leadership style, apply it to strategy, and enable organizational excellence. Assessments, case analyses, and team exercises help you overcome barriers to change. You'll walk away with a customized plan to immediately apply program concepts upon return to your organization.

Takeaways

- Frameworks to leverage what works in your organization
- New tactics for enhancing individual, team, and organizational performance
- Insights to map out strategic opportunities within an industry and a broader macro environment
- Tools for navigating change and responding strategically to crisis

See the impact of positive leadership — visit page 13 to learn how purpose-driven leaders bring tremendous value to their firms.

MANAGEMENT OF MANAGERS: THE CHALLENGE OF DEVELOPING LEADERSHIP EXCELLENCE

michiganrossasia.com

As an accomplished leader, you've earned your position. But do you have what it takes to drive your teams and your organization to the next level? Learn the techniques to make the right decisions in complex situations, manage across units, and bring out the best in your leadership team. Content is based on the world-renowned Competing Values Framework. Participants receive faculty coaching and peer-to-peer feedback during and after the program.

LEADERSHIP IN ACTION

michiganrossasia.com

This intense, power-packed program emphasizes both the organizational and interpersonal aspects of leadership. You'll begin by assessing your unique leadership strengths, weaknesses, and opportunities. Then, you'll learn new tools to strategically assess the macro business environment, your organization's place in it, and how to lead across organizational units. Dynamic simulation will help you apply concepts immediately, and you'll walk away with a personalized action plan to solve a specific leadership challenge upon your return to work.

"This program certainly lives up to its name, 'Leadership in Action.' It's insightful and infused with practical, real-life learning."

- NELSON BOON WAILOW // DIRECTOR, CME GROUP INC.

HONG KONG

Nov. 3-7, 2014 Fee: \$7,700

June 15-19, 2015 Nov. 2-6, 2015 Fee: \$8,500

WHO SHOULD ATTEND

Mid- to senior-level managers who seek to address a broader organizational role and drive value across the organization

FACULTY

Michael McGrath Neil Sendelbach

We invite you to learn more.

Visit us online or contact a program consultant to discuss your needs: +852-2509-9088 um-asia.exec.ed@umich.edu

HONG KONG

Nov. 3-7, 2014 Fee: \$7,700

June 15-19, 2015 Nov. 2-6, 2015 Fee: \$8,500

WHO SHOULD ATTEND High-potential and middle managers who are taking on broader leadership roles

FACULTY

Michael McGrath Neil Sendelbach

We invite you to learn more.

Visit us online or contact a program consultant to discuss your needs: +852-2509-9088 um-asia.exec.ed@umich.edu

HONG KONG

Oct. 13-17, 2014 Fee: \$7.700

Oct. 12-16, 2015 Fee: \$8,500

WHO SHOULD ATTEND

Mid-level managers with three to 10 years of experience

FACULTY

D. Scott DeRue Maxim Sytch Kent Youil

We invite you to learn more.

Visit us online or contact a program consultant to discuss your needs: +852-2509-9088 um-asia.exec.ed@umich.edu

EMERGING LEADERS

michiganrossasia.com

In this highly interactive program, you'll reflect upon your leadership style while developing the critical skill sets you need as an emerging global leader. By engaging in group simulations and one-on-one coaching sessions with faculty, you'll explore leadership challenges and cross-cultural diversity issues, and learn what it takes to propel organizational success in the face of disruptive change. You'll walk away with an actionable plan to strengthen your leadership skills and the performance of your team. Each participant will receive a follow-up coaching session within three months of the program.



Professors Maxim Sytch and D. Scott DeRue:

Top 40 Professors Under 40

– POETS AND QUANTS AND CNN MONEY

HONG KONG

Oct. 27-29, 2014 Fee: \$5,300

June 22-24, 2015 Fee: \$5.900

WHO SHOULD ATTEND

Individuals transitioning to become **junior managers**

FACULTY

Paula Caproni

We invite you to learn more.

Visit us online or contact a program consultant to discuss your needs: +852-2509-9088 um-asia.exec.ed@umich.edu

DEVELOPING THE MANAGER IN YOU

michiganrossasia.com

Establish a vision for your leadership and discover new ways to motivate employees and leverage their talents to meet business objectives. We'll focus on best practices for managing others and working more effectively with all your key stakeholders: direct reports, peers, bosses, customers, and strategic partners. We'll also examine the six universal forms of influence and help you develop an effective management style. Faculty coaching and a personalized road map will send you back to the workplace ready to tackle the role of a manager.

LEADING HIGH-PERFORMING TEAMS

michiganrossasia.com

Unleash the power of your most talented teams — globally, locally, or virtually. In this program, you'll learn key practices to achieve sustainable, extraordinary performance while gaining a deeper understanding of your leadership strengths and weaknesses. Action-based tools include self-assessments, team diagnostics, and simulations.

HONG KONG

Oct. 30-31, 2014 Fee: \$3,850

Oct. 29-30, 2015 Fee: \$4,250

WHO SHOULD ATTEND

Managers who lead on-site, global, and virtual teams

Mid-level managers whose teams interact across different parts of the organization

FACULTY

Paula Caproni

We invite you to learn more.

Visit us online or contact a program consultant to discuss your needs: +852-2509-9088 um-asia.exec.ed@umich.edu

"There's a science to leading high-performing teams. As a research university, we translate the latest knowledge and help you challenge your practices to gain competitive advantage."

- PAULA CAPRONI // FACULTY MEMBER, MANAGEMENT AND ORGANIZATIONS



NEGOTIATING FOR POSITIVE RESULTS

michiganrossasia.com

Virtually all business conversations are negotiations. In this program, you'll cultivate new skills and approaches to develop stronger relationships and more sustainable results — whether you're leading high-stakes transactions or negotiating daily business ideas. Through simulations and feedback, you'll gain a deeper understanding of key interpersonal, cross-cultural, and psychological dynamics that determine success.

HONG KONG Aug. 18-20, 2014

Fee: \$5,300 Aug. 17-19, 2015

Fee: \$5,900

WHO SHOULD ATTEND

Leaders who negotiate across cultures, functions, levels, and sectors

FACULTY

Jeffrey Sanchez-Burks

We invite you to learn more.

Visit us online or contact a program consultant to discuss your needs: +852-2509-9088 um-asia.exec.ed@umich.edu

HONG KONG

Oct. 20-22, 2014 Fee: \$5,300

Oct. 19-21, 2015 Fee: \$5,900

WHO SHOULD ATTEND

Senior leaders who manage workflow across business units and country operations

FACULTY

Maxim Sytch

HONG KONG

Oct. 8-10, 2014 Fee: \$5,300

Oct. 7-9, 2015 Fee: \$5,900

WHO SHOULD ATTEND

Senior executives who want to propel organizational and personal success

FACULTY

D. Scott DeRue

HONG KONG

Nov. 24-27, 2014 Fee: \$6,300

June 23-26, 2015 Nov. 16-19, 2015 Fee: \$6,900

WHO SHOULD ATTEND

Managers of nonfinancial areas who do not have formal finance training but need to interpret financial data

FACULTY

Nejat Seyhun

We invite you to learn more.

Visit us online or contact a program consultant to discuss your needs: +852-2509-9088 um-asia.exec.ed@umich.edu

ORGANIZATIONAL LEADERSHIP: BREAKING SILOS

michiganrossasia.com

A key challenge for senior leadership in Asia is the effective coordination of divisions and units across the region. Explore the core components of organizational leadership and learn to support effective workflow across business units and country operations. In this program, we focus not on the question of centralized versus decentralized leadership, but on ensuring the flow of communication, learning, and collaborative value creation.

STRATEGIC DECISION MAKING AND PERSONAL EFFECTIVENESS

michiganrossasia.com

Successful, strategic decision making requires both a focused assessment of your personal effectiveness and a broad assessment of your decision-making skills. Designed for senior executives, this course enables you to analyze your decision-making processes and unique strengths and weaknesses. You'll emerge with frameworks to propel your strongest thinking and decision making to create organizational value and personal success.

FINANCE FOR THE NONFINANCIAL MANAGER

michiganrossasia.com

This program translates the complexities of finance into straightforward, practical terms. Topics include financial statement analysis, estimating funding needs, valuation tools, resource allocation, estimating cash flows, sources and cost of capital, and multinational finance. You'll emerge with new confidence and skills to work with finance experts on key business decisions to better assess the impact of financial decisions on your firm's profitability.

HUMAN RESOURCE EXECUTIVE PROGRAM

michiganrossasia.com

This program teaches cutting-edge techniques for HR management and provides the tools necessary for developing a high-value HR strategy. Develop a customer-focused organization, build and maintain strategic alliances, and lead your organization through economic turbulence and 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.

DRIVING ORGANIZATIONAL CULTURE FOR CHANGE AND TALENT INTEGRATION

michiganrossasia.com

Learn how to better leverage individual and organizational effort expended on talent attraction, retention, and cultural initiatives. This program offers a structured solution for all managers in the organization to cultivate an environment that integrates talent management strategies and an adaptive change culture with optimal business outcomes. You'll emerge with a solid plan to implement a positive, results-oriented culture change upon your return to work.

HUMAN RESOURCE PROFESSIONAL DEVELOPMENT PROGRAM

michiganrossasia.com

HR professionals have a unique opportunity to contribute to their organizations if they are able to operate as business partners. In this workshop, Professor Jon Younger, leading author, teacher, and consultant in strategic HR, will help HR professionals gain practical insight into what it means to be an effective business partner. The program will develop capability in core areas and provide the tools, frameworks, and methods participants will need to significantly improve their performance and development.

HONG KONG

June 8-12, 2015 Fee: \$8,500

WHO SHOULD ATTEND

HR leaders who want to leverage the HR function and talent management to drive overall business effectiveness

FACULTY

Dick Beatty William Joyce

HONG KONG

Sept. 17-19, 2014 Fee: \$5,300 Sept. 16-18, 2015 Fee: \$5,900

WHO SHOULD ATTEND HR professionals and senior managers from any function who want to leverage

organizational development and talent management for overall business effectiveness

FACULTY

Michael McGrath

HONG KONG Nov. 19-21, 2014

Fee: \$5,300 Nov. 18-20, 2015

Fee: \$5,900

WHO SHOULD ATTEND

HR managers seeking to increase their function's business value

FACULTY

Jon Younger

We invite you to learn more.

Visit us online or contact a program consultant to discuss your needs: +852-2509-9088 um-asia.exec.ed@umich.edu

HONG KONG

Sept. 15-17, 2014 Fee: \$5,300

Sept. 14-16, 2015 Fee: \$5,900

HONG KONG

Sept. 22-24, 2014 Fee: \$5,300

HONG KONG

Nov. 10-14, 2014 Fee: \$7,700

Nov. 9-13, 2015 Fee: \$8,500

HONG KONG

TRD

KUALA LAMPUR

Nov. 25-28, 2014 Fee: \$5,600

Nov. 24-27, 2015 Fee: \$6,900

THE BIG PICTURE: INTEGRATING MARKETING STRATEGY AND EXECUTION

This comprehensive program will help you develop and implement effective marketing strategies to realize your organization's most important goals while delivering value to your customers. It integrates strategic planning with marketing execution using the Big Picture Framework, which takes a systems-thinking approach to align marketing and business strategy. You'll develop actionable plans to create flexible, successful marketing strategies for your company, as well as effective strategies for segmentation, targeting, positioning, and pricing.

EFFECTIVE SALES LEADERSHIP

To win in today's competitive global economy, sales leaders must effectively align their customers, teams, and strategies. This three-day program helps 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 is highly interactive and filled with current examples from some of the most successful sales forces around the world. Participants will gain a set of tools for managing sales teams in a dynamic environment.

STRATEGIC PI ANNING AND IMPI EMENTATION

Learn to understand the strategies and business models to drive the future growth and success of your organization in today's global economy. You'll explore how to assess and prioritize opportunities, gauge global competition, and manage vertical relationships. You'll emerge with new techniques to formulate, analyze, and implement winning, long-term strategies for growth and a road map for your organization's success.

EFFECTIVE OFFICE SYSTEMS MANAGEMENT

In this program, you'll learn how to design and implement effective practices to improve your operations, create agile services, and gain significant competitive advantage. Lively simulations of complex operational challenges will test your understanding of how to apply principles and extend your skills. You'll walk away with the tools needed to continue to apply lean principles, reduce costs, and improve your service operation.

HIGH-EFFICIENCY OPERATIONS MANAGEMENT

Learn cutting-edge models and practical tools to implement lean practices, reduce costs, improve your service levels, and grow your bottom line. Content covers inventory management, logistics, capacity, cost management, and variability reduction for a manufacturing setting. Simulations of complex operations challenges will strengthen your mastery of concepts. We also will explore ways to partner with suppliers and customers to reduce global costs and increase service levels.

FAMILY BUSINESS

Explore the strategic, operational, financial, family, career, and business issues found in family-owned and -managed companies and privately held firms. Gain strategies and insights to successfully leverage resources by exploring topics such as strategic planning, governance and shareholder relations, family/work relationships, inter-generational issues, succession planning, non-family management, and selling and financing a family business. You'll walk away with a detailed road map to address a specific business challenge and realize results.

LEADING LEADERS (ICLIF-ROSS PARTNERSHIP PROGRAM)

This joint offering by the ICLIF Leadership and Governance Centre and Michigan Ross is designed for busy enterprise executives by leaders themselves. It is based on our leading-edge research and provides practical and usable solutions that leaders can immediately apply at work. Leading Leaders is a journey through three levels: Energize Self, Enlist and Engerize Co-Leaders, and Energize the Organization. At the end of the program, participants routinely report a major breakthrough in their thinking as a leader and person.

BUSINESS LEADERSHIP (ICLIF-ROSS PARTNERSHIP PROGRAM)

When you move from leading one function to leading cross-functionally, your focus must shift from the tactical to the strategic. Success in this new role requires actively engaging across the enterprise and combining keen business acumen with finely tuned leadership ability. This program—a joint offering through the ICLIF Leadership and Governance Centre and Michigan Ross—explores state-of-the-art concepts and best practices. It enables participants to return to work with strategic tools and frameworks, the ability to adopt a bigger-picture perspective, and the skills to navigate the larger organization.

STRATEGIC RENEWAL AND CHANGE

Change initiatives are critically important, but to truly alter core corporate values, instill a sense of urgency in key employees, and gain buy-in among strategic parties, it takes a comprehensive plan across your organization. This program provides practical tools and concepts while helping you to understand competitive global factors that impact change initiatives. You'll develop a vision for change, learn to make organizational diagnoses, and then design a plan that will enable you to lead change.

CHALLENGER STRATEGIES FOR BUILDING BUSINESSES AND BRANDS

Explore the latest research on companies achieving extraordinary growth and market-share gains in dynamic, emerging markets. Learn strategies to build and manage strong regional and global brands on shoestring budgets, gain market share, and assess when and how to make successful acquisitions and joint ventures for expansive growth. Faculty director Rajeev Batra's latest book was recently hailed as one of the best strategy books of 2012 by Booz & Co.

HONG KONG

Nov. 5-7, 2014 Fee: \$5,300

Nov. 4-6, 2015 Fee: \$5,900

JAKARTA

Nov. 9-14, 2014 Fee: \$8,800 RM 27,000 (Malaysian Participants)

BALI, INDONESIA

Aug. 10-15, 2014 Fee: \$8,200 RM 25,000 (Malaysian participants)

HONG KONG

Sept. 17-19, 2014 Fee: \$5,300

MUMBIA, INDIA

July 27-29, 2015 Fee: \$5,300

HONG KONG

Aug. 12-14, 2015 Fee: \$5,300



INDIA OPEN-ENROLLMENT PROGRAMS

In the coming decades, India stands to become one of the largest consumer markets in the world. Our faculty have a deep understanding of India's position in the global business sphere, and tailor programs toward family business dynamics, management development, and more. Our India representatives provide personalized attention before, during, and after your program to ensure you gain maximum value from your experience. Ross programs in India also provide a significant opportunity to network with other top leaders in the region.

We invite you to learn more. Visit our website or start a dialogue with our program consultants to learn how Ross Executive Education can transform your organization and career.

India Contact

+91-98-2316-1352 ahari@umich.edu execed.bus.umich.edu/india



GLOBAL PROGRAM FOR MANAGEMENT DEVELOPMENT IN INDIA

For more than 20 years, senior leaders in India have found this the essential program to explore strategy, value creation, financial management, information technology, HR management, and leadership. Multinational organizations from diverse markets have gained tools to develop new forms of competitive advantage and an enterprisewide plan to realize a global agenda. This program focuses on the work of the late C.K. Prahalad, Michigan Ross professor and world-renowned management and strategy expert.

Takeaways

- The ability to develop successful global business strategies
- Tools to create new forms of competitive advantage
- Thorough understanding of India's global business environment
- A detailed agenda to implement change at your organizaton

INDIA

Jan. 15-23, 2015 Fee: \$10,000

WHO SHOULD ATTEND

Senior executives who want to excel on the global business stage

SELECTED FACULTY

Gautam Ahuja Wayne Brockbank M.S. Krishnan M.P. Narayanan Venkatram Ramaswamy

We invite you to learn more.

Visit us online or contact a program consultant to discuss your needs: +91-98-2316-1352 ahari@umich.edu

Professor M.S. Krishnan

Professor M.S. Krishnan is an expert in business model innovation, technology, and corporate IT strategy. He has worked closely with organizations large and small, including Ford Motor Co., the Tata Group, TVS Logistics Services, Mahindra and Mahindra, and IBM, on implementing strategic change initiatives. He currently is launching Ross' India Initiatives, a comprehensive partnership across academia, governments, and corporations to leverage the latest research and thinking on emerging market opportunities.



MUMBAI, INDIA

Nov. 19-21, 2014 Nov. 11-13, 2015 Fee: \$3,450

WHO SHOULD ATTEND

Mid- to senior-level HR leaders and general managers who want to leverage HR operations for competitive advantage

Teams of two or more HR leaders from the same organization who want to work together on organizational strategy

FACULTY

Wayne Brockbank

We invite you to learn more. Visit us online or contact a program consultant to discuss your needs: +91-98-2316-1352 ahari@umich.edu

STRATEGIC HUMAN RESOURCE MANAGEMENT IN INDIA

execed.bus.umich.edu/strategichrindia

The ways HR leaders in India attract and leverage talent will be key to their companies' success. This intensive, three-day program will help you gain new tools to lead your HR function to advance strategic organizational goals. Learn methods to achieve competitive advantage through people, cultivate capabilities and culture, and create value for customers and shareholders. You'll emerge with a comprehensive plan to make progress on a specific challenge from your organization while expanding your leadership influence.

CUSTOM PROGRAMS

Michigan Ross delivers custom learning programs at organizations throughout the world. No matter your business challenges, we create tailored learning experiences to help you achieve real results. Ross' expert faculty and staff employ a signature, actionable approach to propel transformative change across a wide range of areas, enabling you to:

- Foster an organizational culture of innovation
- Develop leaders and succession planning
- Improve decision-making and management skills
- Leverage strategic marketing
- Align HR management and workforce planning to business strategy
- Realign supply chain or operations

We do all this through a commitment to action-based learning, a technique Michigan Ross faculty have perfected over 20 years of experience. Your leaders will apply cuttingedge concepts to your organization's goals and develop specific plans to take action. They'll emerge with new abilities to sense and create opportunities, define problems, think creatively about solutions, make informed decisions, lead others, and implement change.

Call us to start a dialogue about your goals and learn what customized Ross solutions can do for you.

Learn More

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PARTNERING FOR PROGRESS



Kathie Miller Senior Vice President of Communications and Training Nielsen

Nielsen

Kathie Miller, Nielsen's SVP of communications and training, shares how a custom partnership with Ross is helping the company develop high-potential leaders and drive future business growth.

FINDING THE RIGHT FIT

Nielsen has well-established development programs to accelerate the growth of high-potential leaders, and recently made a significant investment to focus on an increasingly pivotal group - leaders with 10-15 years of experience.

"We've tried several different approaches, but engaging this particular group is a unique challenge," says Miller. "Mid-career leaders at the top of their game are incredibly busy people. They're already working more than 40 hours a week just to get their day jobs done, so asking them to participate in a program that requires a significant investment of time and energy is ambitious."

Nielsen's custom partnership with Ross began in 2012, and since then, they've seen this group of leaders make great progress. Initially, the company enrolled employees from its Global Business Services Unit (the operations and technology hub), but it has since opened the program to all business functions globally. Teams of 15 spend a week onsite at Ross, then work

together virtually over the course of several months to complete a strategic project, which is supervised by Ross faculty.

INSTANT APPLICATION

Developing leadership capability is the primary reason Nielsen chose to pursue a custom partnership. However, Ross' action-based learning approach enables the company to simultaneously tackle a range of business challenges, including industry-specific growth initiatives and cultural goals.

Though the subject matter for each project differs, Miller says she receives consistent feedback on the impact of Ross' positive leadership curriculum, which has been incorporated into Nielsen's custom partnership.

"After our last session at Ross, we did a debrief at the end of the week. We went around the room and asked participants what they would do differently upon returning to work and, without exception, each person said they wanted to behave and manage in more positive ways. Nine months later, at the end of the

project, they talked about living up to or continuing to work on the commitments they made in Ann Arbor. We've seen these principles make a true difference in our culture at Nielsen."

project, and how to coach for results. I'm impressed by the way that
Michigan's process keeps our teams
aligned, motivated, energized, and
willing to do more on projects."

EXTRAORDINARY TRANSFORMATIONS

"What really demonstrates the success of our custom partnership is the amount of progress we've seen," says Miller. "When you're dealing with leaders who are 10-15 years into their careers, it isn't typical to see change in a nine-month period. But after emerging from the program, it's obvious how much our associates have grown and developed. The results were almost immediately observable."

She says it isn't just faculty expertise that drives success. "What makes Ross faculty different is that they truly know how to engage a team, how to pace a

MEASURABLE RESULTS

As a result of their custom partnership with Ross, Nielsen participants have:

- Received promotions and new positions with greater responsibility
- Dramatically strengthened cross-business communication
- Increased efficiency and productivity
- Delivered actionable innovation strategies
- Contributed to future business growth

OUR PROCESS

Developing a Custom Partnership

To ensure successful outcomes, we collaborate with your organization before, during, and after program delivery.

PHASE 1 PHASE 2 PHASE 3 PHASE 4 **DISCOVER DESIGN DELIVER DEPLOY** We identify your We co-create an We engage your We help you business issues, action-based suite talent in innovative implement solutions priorities, and of educational learning experiences. to achieve objectives. activities. lasting results. **CONTINUOUS IMPROVEMENT**

Together, we continually evaluate our ongoing collaboration with your executive team in light of emerging business challenges.



GLOBAL LOCATIONS

Transformative Solutions, Delivered Where You Are

Michigan Ross faculty are immersed in the way organizations around the world take on the most vexing challenges and pivotal opportunities. That's why we come to you. Ross Executive Education programs are delivered where your business is, in the world's most dynamic, fastest-growing economies.

Whether you're in Asia or the U.S., South America, Africa, or Europe, Ross faculty deliver the latest business knowledge with the perspective for global leadership and the savvy for local application. Primary locations include:

ANN ARBOR // Conveniently located just 35 minutes from Detroit metro airport, Ann Arbor delivers the sophistication and opportunity of a big city with the charm of a college town. The University of Michigan is one of the top-ranked public universities in the world, and drives thinking in business, law, medicine, the life sciences, engineering, and more. Ross faculty integrate thinking from across the university to help businesses succeed.

HONG KONG // With a population of 7 million people, Hong Kong is one of the most dynamic cities in the world. Renowned for its awe-inspiring skyline and deep natural harbor, it is a hub of international finance and trade that drives Asia's growing economy. It has one of the highest concentrations of corporate headquarters in the Asia-Pacific region, and in 2009 it was the largest center of IPOs in the world.

MUMBAI // In the coming decades, India stands to become one of the largest consumer markets in the world. As India's largest city, Mumbai is home to many of the country's largest multinational corporations and financial institutions. Engineering, health care, and information technology drive Mumbai's dynamic and rapidly growing economy.

AND BEYOND // We design and deliver custom programs at organization sites throughout the world, and offer additional open-enrollment programs in Kuala Lumpur, Bangkok, and Khandala.

For Ross, global presence isn't just an aspiration — it's our identity.

ANN ARBOR EXECUTIVE LEARNING AND CONFERENCE CENTER

The Executive Residence on the Ross School campus is a sophisticated, full-service hotel. Program participants in Ann Arbor enjoy complete access to amenities as part of their course fees (program fees in Asia do not include overnight accommodations).

The certified master chef in our Executive Dining Room caters to specific dietary restrictions, including vegan, kosher, and glutenfree requests. Our menus are characterized by fresh, local, and sustainable foods.

Other amenities in the Executive Residence include high-speed wireless, laundry and dry-cleaning services, safe-deposit boxes, complimentary newspapers, and a 24-hour business center. Social areas encourage casual networking and interaction. In addition, all program participants are invited to use the Ross facility's Och Fitness Center.

Learn more about what to expect during your stay in Ann Arbor by watching our overview video:

execed.bus.umich.edu/DuringYourStay

"The Ross Executive Residence facilities exceeded all of my expectations. The rooms were comfortable and equipped with all the necessities for business travel, and the classrooms and education facilities were wired for the latest technology. As for the dining experience, the food and service were second to none."

TODD KAULL // Plant Manager Alliance Laundry Systems LLC Business Acumen Program



PARTICIPATING COMPANIES

For more than 45 years, leaders from entrepreneurial startups to Fortune 50 companies have counted on Michigan Ross Executive Education to achieve their most important goals. Recent participating organizations include:

A.P. Møller - Maersk

Abbott

Air Liquide America

Allianz AG

American Axle & Manufacturing
American Crystal Sugar Co.

American Greetings

Amtrak

Asian Development Bank

Bacardi USA Banco General Banco Itaú Bank Dhofar

Bank of Korea Bank of New Zealand

Banque Saudi Fransi BASF

Bayer AG
BET Networks
BHP Billiton

Boehringer Ingelheim

Boeing Borg Warner

The Boston Consulting Group

Boston Scientific

BP

Campbell Soup Co.

Cargill Chevron Citigroup

CLP Power Hong Kong

Coca-Cola

Continental AG

Deutsche Bank Dow Corning

DSM DSM

Exxon Mobil Research & Engineering

Fauji Fertilizer Co. Federal-Mogul

 FedEx

Eaton

First Bank of Nigeria

Gallatin Steel Heineken Henkel of America Herman Miller

Frito-Lav

Humana ING Group Ingersoll-Rand

HSRC

International Monetary Fund

ITOCHU Corp.
ITT Corp.

Johnson & Johnson Kimberly Clark Kraft Foods Lear Corp. Lenovo Lexmark M&T Bank Maersk Oil

Mahindra & Mahindra

Masco MasterCard McDonald's Corp. Mead Johnson Nutrition MERS of Michigan

Microsoft MillerCoors

Mitsubishi Mitsui & Co. MTR Hong Kong

NASA Johnson Space Center

Nestlé

Newell Rubbermaid

The New York Times Co. Nielsen

Nissan Nordic Investment Bank

Novartis PepsiCo Petrobras Pfizer

Philips

Porsche Holding
Prudential

PT Antam (Persero) Tbk
PT Bank Mandiri (Persero) Tbk

Quaker Chemical Qualcomm

The Revenue Department of Thailand
The Royal Bank of Scotland México SA

Sanofi-Aventis
Saudi Aramco
Schaeffler Group
Schneider Electric
Shui On Land
Spectra Energy
Sprint Nextel

St. Jude Medical

Steelcase
Sun Chemical
Swiss Post
Sysco
Tata Group
TD Ameritrade
Teva Neuroscience
Thomson Reuters
TIAA-CRFF

TRW

TVS Motor Company United Airlines

Time Warner Cable

United States Federal Reserve System

United States Government

Valeo

W. R. Grace & Co. Wal-Mart Stores Inc. The Walt Disney Co.

Whirlpool World Bank / IFC

Wuhan Tiandi Property Development Co.

NEXT STEPS

We encourage you to learn more about how Michigan Ross Executive Education can help your organization achieve its most ambitious goals. Our staff is happy to answer your questions and help determine which program will best meet your needs.

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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.

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Mark J. Bernstein, Julia Donovan Darlow, Laurence B. Deitch, Shauna Ryder Diggs, Denise Ilitch, Andrea Fischer Newman, Andrew C. Richner, Katherine E. White, Mark S. Schlissel (ex officio)

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Attending multiple programs? Ask us how to earn a Michigan Ross Executive Certificate.

ASIA-PACIFIC

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GENERAL MANAGEMENT	NEXT OFFERINGS
Senior Executive Program in Asia · · · · · · · · · · · · · · · · · · ·	·····Sept. 12-20, 2014····Sept. 11-19, 2015
LEADERSHIP	NEXT OFFERINGS

 Positive Strategic Leadership
 Aug. 19-22, 2014 ··· Aug. 18-21, 2015

 Management of Managers ··· Nov. 3-7, 2014 ··· June 15-19, 2015 ··· Nov. 2-6, 2015

 Leadership In Action ··· Nov. 3-7, 2014 ··· June 15-19, 2015 ··· Nov. 2-6, 2015

 Emerging Leaders ··· Oct. 13-17, 2014 ··· Oct. 12-16, 2015

 Developing the Manager in You ··· Oct. 27-29, 2014 ··· June 22-24, 2015

 Leading High-Performing Teams ··· Oct. 30-31, 2014 ··· Oct. 29-30, 2015

 Negotiating for Positive Results ··· Aug. 18-20, 2014 ··· Aug. 17-19, 2015

STRATEGIC HR MANAGEMENT NEXT OFFERINGS

Human Resource Executive Program·····June 8-12, 2015

Human Resource Professional Development Program · · · · · · Nov. 19-21, 2014 · · · · Nov. 18-20, 2015

Driving Organizational Culture for Change & Talent Integration · · · Sept. 17-19, 2014 · · · · Sept. 16-18, 2015

Organizational Leadership: Breaking Silos · · · · · · · Oct. 20-22, 2014 · · · · Oct. 19-21, 2015

FUNCTIONAL NEXT OFFERINGS

GLOBAL

CUSTOM PROGRAMS

All of our open-enrollment programs can be customized to address your organization's strategic challenges.

M GLOBAL LOCATIONS

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Challenger Strategies for Building Businesses and Brands · · · · · · Aug. 12-14, 2015

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LEADERSHIP	NEXT OFFERINGS
Positive Leadership · · · · · · · · · · · · · · · · · · ·	··· Dec. 7-12, 2014 · · · · · · · June 14-19, 2015 · · · · Dec. 6-11, 2015
Management of Managers·····	··· Nov. 17-21, 2014 ·······June 1-5, 2015 ······ Nov. 9-13, 2015
Emerging Leaders Program·····	·· Sept. 29 – Oct. 3, 2014 ··· April 20-24, 2015
Leading High-Performing Teams · · · · · · · · · · · · · · · · · · ·	·· Nov. 10-12, 2014 · · · · · · · March 9-11, 2015 · · · · Oct. 19-21, 2015
Negotiating for Positive Results · · · · · · · · · · · · · · · · · · ·	·· Nov. 18-21, 2014 ·······June 9-12, 2015 ····· Nov. 16-19, 2015
STRATEGIC HR MANAGEMENT	NEXT OFFERINGS
Advanced Human Resource Executive Program · · · · · · · Strategic Human Resource Planning · · · · · · · · · · · · · · · · · · ·	

INDIA

STRATEGIC HR MANAGEMENT	NEXT OFFERINGS	
Strategic Human Resource Management in India····· Nov. 19-21, 2014···· Nov. 11-13, 2015		
FUNCTIONAL	NEXT OFFERINGS	

GLOBAL

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All of our open-enrollment programs can be customized to address your organization's strategic challenges.



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