

EXECUTIVE EDUCATION

executive



MANAGEMENT SKILLS FOR A NEW WORLD



THE WILLIAM DAVIDSON INSTITUTE
AT THE UNIVERSITY OF MICHIGAN

overview

Based at the University of Michigan, the William Davidson Institute is a non-profit organization dedicated to promoting the transformation of emerging market economies into advanced market economies. Since its founding in 1992, WDI has conducted educational and research initiatives in over 40 countries around the world.

WDI'S ACTIVITIES INCLUDE:

- ✓ Executive education programs focusing on emerging markets
- ✓ Research on business and policy issues in emerging markets
- ✓ Applied research for businesses, policy makers and academics in areas such as social enterprise, base of the pyramid markets and globalization of services
- ✓ Project-based assistance through government and foundation grants
- ✓ Development and distribution of teaching materials on emerging markets



Premier Providers of Executive Education

SUCCESS AROUND THE GLOBE: Since 1992, WDI Executive Education has trained more than 4,000 managers from over 1,200 organizations in Central & Eastern Europe, Southeastern Europe, Russia, Latin America, Morocco, Rwanda, China and Vietnam. Our programs feature the latest global management thinking but incorporate local examples and case studies.

WORLD-CLASS TEACHING: Professors from the top-ranked Ross School of Business at the University of Michigan and a group of Institute-affiliated professors from other leading business schools teach in WDI Executive Education programs. Our professors have experience teaching executive education programs around the world, with a focus on emerging markets.

THE RIGHT PROGRAM FOR YOUR COMPANY: We offer custom, open and membership-based programs. We work with your company to determine which of our programs best fits your needs.

SCHOLARSHIP SUPPORT: Through our Teeter Scholarship program, we award 30 full-tuition scholarships annually to managers from small & medium-sized enterprises and NGOs in emerging markets to attend WDI Executive Education programs.

open

“The mini-MBA program exceeded my expectations. Thanks to the program design, faculty and participants, the program was not only a great place to learn but also one infused with the spirit of intercultural understanding, teamwork and friendship.”

– ALAN SITAR | SENIOR PARTNER | CAPITAL PARTNERS GROUP

THE WILLIAM DAVIDSON INSTITUTE OFFERS OPEN PROGRAMS AROUND THE WORLD. WE HAVE THREE TYPES OF OPEN PROGRAMS:

- ✓ Mini-MBA Certificate Program
- ✓ Professionals Programs
- ✓ Intensive Programs

Mini-MBA Certificate Program

Our flagship two-week mini-MBA certificate program offers a broad, cross-functional approach to general management. You will learn the latest, best practices in the areas of finance, management accounting, marketing, strategy, organizational management, strategic HR management and leading change.

The Mini-MBA certificate program incorporates lectures, case studies, small-group presentations and class discussions. Participants from a variety of industries engage in a lively exchange of ideas and insights. You will leave the program with an improved skill set and fresh ideas for approaching critical business issues.

The WDI Mini-MBA certificate program consists of 4 to 5 of these modules:

Finance

- Valuation tools
- Interest rate determination
- Capital budgeting and project investment decisions
- Cash flow analysis
- Cost of capital

Management Accounting

- Basics of financial statements
- Internal financial-performance measures
- Reporting to shareholders
- Activity-based cost management
- Product costing

Marketing

- Marketing strategy
- Innovation & product development
- Pricing
- Marketing research
- Customer satisfaction

Strategy

- Strategic issues in emerging economies
- New dynamics of globalization
- Industry & competitive analysis
- Growth strategies
- Global competition
- Strategic implementation

Organizational Management

- Organizations and management
- High-performance culture
- Motivation and learning
- Managerial judgement processes
- Conflict management

Strategic HR Management

- Workplace motivation and employee inspiration
- Attraction and retention of talent
- Design of performance systems
- Human capital's role in the organizational strategy



Leading Change

- Leading transformational change
- National culture & change
- Developing effective change strategies
- Overcoming resistance to change
- Implementing change

Professionals Programs

Our Professionals Programs are designed to equip executives with the latest best practices and management tools in their functional area.

Marketing Professionals Program

The six-day Marketing Professionals Program provides you with a new approach to marketing and a set of sophisticated, state-of-the-art marketing tools for achieving success in a competitive and changing world.

The Marketing Professionals Program is hands-on and practical. You will take your greatest marketing challenge to the program. You will present this challenge and draw suggestions from fellow participants. You will also be asked throughout the program to apply new learning to tackle this and other challenges you're facing. Topics include:

- Internet-based marketing
- Web surveys
- Use of consumer panels
- Pricing models
- Channel design
- Relationship management
- Brand management
- Global marketing
- B2B marketing
- Services marketing
- New product development

HR Professionals Program

The four-day HR Professionals Program gives you new models and a practical set of tools for enhancing your HR department and making a greater strategic impact in your company. Best practices in HR will be shared.

You will bring to the program your greatest HR challenge. During the program, you will discuss solutions and suggestions from HR professors and peers across industries. Topics include:

- Change management
- Learning and talent development
- Managing a global workforce
- Talent management
- Talent sourcing strategies
- Compensation
- Linking HR and organizational strategy

Intensive Programs

We offer Intensive Programs in many management areas. These programs focus on a single area of management and are typically two days in length. Intensive Programs include:

Brand Management and Marketing Communications

This program helps managers adopt a strategic approach to developing a brand and creating a powerful marketing communications plan. Managers gain a deeper understanding of what brand building involves by exploring the best practices of successful companies around the world. Participants will learn techniques for improving marketing communications productivity. Managers leave the program with a clear vision on how to integrate brand building and marketing communications to create an impactful marketing program.

The Sales Management Program

This program addresses three critical topics: the changing business environment and the key role that sales and service play in creating a market-driven organization; the ability of sales management to ensure the optimal performance of individual sellers without micromanaging them; and a discussion of the processes and tools to equip managers to engage with larger customers and their own support organization on a more strategic level, to build a more mutually profitable and sustainable relationship.

Leadership for Experienced Managers

The premise of this program is that effective leaders need multiple skills to allow for flexibility in managing and leading in diverse situations. Effective leaders understand the subtleties of personal interaction and how these subtleties relate to the performance objectives of their organization. This program provides an integrated leadership framework to enable each participant to identify and formulate a personalized action-development plan.

Services Marketing

This program is for mid- to high-level executives who have operational and/or strategic responsibilities in services organizations, or in goods organizations in which services are becoming an integral part of the product mix. Participants explore what distinguishes services from goods and give insights into identifying the unique strategic challenges of services. By attending this program, participants will be able to create a new strategic vision for the role of services in their organizations and a tactical plan to ensure success of this vision.



“The HR Network offers a great opportunity for learning...In every session, I’ve gotten some good insights that have helped me in evaluating and strengthening the HR activities in our bank.”

– EVERT VANDENBUSSCHE | HR DIRECTOR | K&H BANK | GROUP KBC

Since 1999, the William Davidson Institute’s Human Resource Network (HRN) has been the premier networking and educational forum for HR executives responsible for operations in Central and Eastern Europe.

HR vice presidents and directors meet twice a year in Central European capitals to learn from top HR and Strategy professors and to share ideas and best practices.

We draw on professors from the Executive Education program at the University of Michigan’s Ross School of Business (ranked #1 worldwide in the area of human resources) and other leading business schools. Noel Tichy, C.K. Prahalad, Henry Mintzberg, Lynda Gratton, Bob Quinn and Wayne Brockbank have all led HRN workshops.

network

HRN workshops capture the latest thinking in the fields of HR and strategy. Recent workshops have included:

- Judgment: How Winning Leaders Make Great Calls
- Positive Organizing: Three Tools for Improving Your Organization and Your Life
- Leading Edge Human Resource Strategy in Transforming Organizations

The Human Resource Network allows members to:

- Make a greater strategic impact on their organizations. Members interact with some of the world's leading thinkers in the field of HR through the bi-annual workshops.
- Network with other top-level HR executives. Members create a powerful peer network at professor-led seminars, best practices-sharing roundtables, and through a special members-only HRN website.
- Learn from peers in other industries. The HRN features members from a large variety of industries. Current members represent 20 companies, including: Hewlett-Packard, Nestle, Unicredit, Motorola, Eli Lilly, Oracle, Holcim, IBM, Lafarge, Procter & Gamble, SAP, Coca-Cola HBC, KBC, InBev.

For information on applying for membership to the HRN, contact:

Sonia Ferencikova | HRN Director | Bratislava | Slovakia | **Email** sferencik@stonline.sk

Amy Gillett | Director of Executive Education | Ann Arbor, Michigan | USA | **Email** gilletta@umich.edu

custom

“During the course, I had an excellent opportunity to get more insights and apply out-of-the-box thinking in strategic and financial aspects of my work based on a compact and meaningful curriculum in marketing, HR, financial analysis, strategy and organizational behavior.”

– PAVLOS HADJIDEMETRIOU | ALLIANCES & CHANNELS DIRECTOR | SOUTHEAST EUROPE & AUSTRIA | ORACLE

At the William Davidson Institute, we partner with you to create a program that meets your organization’s strategic needs and addresses your specific issues. After gaining an in-depth understanding of your organization, we craft a program that enhances your capacity to bring bottom-line results.

GENERAL MANAGEMENT: To hone managers’ cross-functional business skills, we offer a multi-part, company-tailored program in the areas of finance, accounting, marketing, strategy, HR and organizational behavior (with sub-specialties in leadership and change management). As part of the program, we can incorporate an internal consulting project. Professors will consult with your managers to identify areas for improvement within your company, then supervise teams as they create a strategic plan to address these issues.

FOCUSED SKILL BUILDING: To upgrade managers' skills, we can design a program for you based on specific areas. Training sessions vary in depth of study and duration, depending on your needs. They include:

- Finance
- Accounting
- Strategy
- Marketing
- Leadership development
- Change management
- Supply chain management
- Human resource management
- Operations & logistics

THE CLIENT: Oracle

THE GROUP: Twenty sales directors from Central & Eastern Europe and Russia. Line managers in their first management positions.

THE GOAL: Equip the participants with practical skills in key management areas to help them in their new roles as managers. Give them the practical tools needed to make strategic decisions to grow their businesses and meet or exceed their sales quotas.

THE TRAINING SOLUTION: Two one-week sessions covering finance, marketing, strategy, HR and organizational behavior. Team projects were conducted during the four-month break between the two sessions. Participants worked in teams of five on projects for new go-to-market strategies and new sales management processes.



THE CLIENT: The Vietnam National Coal & Mineral Industries (Vinacomin)

THE GROUP: Fifteen vice directors from various operating units within Vinacomin.

THE GOAL: Equip the participants with the latest global management thinking to help them achieve greater growth and increase their export business. Enhance participants' cross-cultural business skills.

THE TRAINING SOLUTION: The five-week training took place at the University of Michigan. The program began with a four-day immersion in business English, followed by sessions on sales management, leadership, marketing, management accounting and finance. Participants visited several factories in Michigan and had the opportunity to talk about best practices with senior managers. Dinners and other social events gave participants time to interact with the professors.

gov



Executive Education at the William Davidson Institute provides training programs to government officials and leaders of NGOs and small and medium-sized enterprises. These programs are offered in cooperation with US or foreign governments or grant agencies.

Leadership

This program is designed to help public officials improve performance of their organizations. The program focuses on both leadership at the individual level and at the organizational level. This program can be offered in a three- or five-day format depending on your requirements.

Participants in the program will:

- Understand the core competencies of leadership
- Gain an increased understanding of how to lead
- Develop a strategic plan for success as a leader
- Set personal leadership goals and a strategic plan for achieving them
- Learn to function as a leadership team and work cooperatively to help one another achieve organizational goals

Strategy & Marketing

This four-day course focuses on the philosophies, principles and practices of strategic management.

- Strategy formulation and implementation
- Marketing: positioning, branding, and country marketing
- Managing the country more like a business
- Five Forces: value chain and exploration of why companies go abroad

Finance & Accounting

Public officials can be more effective if they have a solid grasp of finance and accounting principles and practices. This program gives public officials the practical tools in these areas. The program also explores international accounting standards. Topics include:

- The basics of financial accounting: time value of money, the balance sheet, the income statement, the cash flow statement, cost of capital / debt, bonds, financial reporting
- Financial reporting and International Financial Reporting Standards (IFRS)
- The essentials of budgeting for the government sector: costs in the budget, budget execution, planning the budget, performance budgeting.

Good Governance in the Public Sector

This program explores the pillars and policies associated with good governance. Topics explored:

- The role of civil society in the public sector
- Transparency
- Rule of law
- Equity practices
- Accountability

Participants will study political processes and policy outcomes through comparative case studies using examples of good governance from various parts of the world.

Entrepreneurship Training

This five-day, cross-functional training program gives entrepreneurs and managers from small and medium-sized enterprises in emerging markets new tools for growing their businesses and expanding into new export markets. The program gives participants practical information that they can apply immediately to their organizations in areas including: writing a business plan, marketing, finance, accounting and building an export market.

Strategic Management for NGO Leaders

This five-day program begins with an overview of business planning and then proceeds with sessions on marketing, strategy and leadership. The marketing session focuses on the 4Ps of marketing (product, place, price and promotion) and gives participants an understanding of the “marketing mindset” essential to successful product and service development. The strategy session will help participants develop, evaluate and implement value-creating strategies using well-developed analytical techniques and frameworks. The leadership session will explore governance as leadership. During this session, participants will also craft their own leadership agenda.



WDI can also provide training in these areas:

- Management of policy reform
- Control of corruption
- Legal and regulatory reform
- Education reform
- Monitoring and evaluation
- Human rights
- Negotiations
- Procurement management
- Privatization



WDI Executive Education provides training to non-profits and governments. Clients have included:

- Art Academy of Latvia
- Belgrade Agro-Business Center for Development
- Caritas Croatia
- Counterpart International
- The Eurasia Foundation
- The Government of Rwanda
- Ibar Serbia Ecology Movement
- Institute of Non-Profit Management at Ukrainian Catholic University
- Integra Foundation
- Macedonian Artisan Trade Association
- Marta Resource Center for Women
- National Association of NGOs
- The Princess Margarita of Romania Foundation
- Serbia Center for Development Services
- Transparency International
- UNICEF Slovakia
- The Women's Entrepreneurship Academy of Serbia

WDI Executive Education corporate clients have included:

- ABB
- ABN-AMRO
- AlliedSignal
- Anglo American Chile
- AT&T
- AutoVAZ
- Banco Itaú
- Bank Austria
- Boeing
- Booz Allen Hamilton
- Bristol-Myers Squibb
- Caterpillar
- Ceska Sporitelna
- CEZ
- Coca-Cola HBC
- Codelco — El Teniente
- Colgate-Palmolive
- Counterpart International
- Croatian Airlines
- CSOB
- Cummins Engine
- Czech Telecom
- Dong Feng Motor
- Dow Chemical
- Eli Lilly
- Endesa Chile
- Ericsson Petrolera Tesla
- Eso Petrolera Argentina
- Eurotel
- Ford Motor
- Foster Wheeler
- Guardian Industries
- Hewlett-Packard
- Holcim
- IBM
- InBev
- K&H Bank
- Kimberly Clark
- Kraft Foods International
- Lafarge
- LET
- Lucent Technologies
- McDonald's
- Medtronic
- Microsoft
- Motorola
- Nestlé
- Nokia
- Olympus
- On Semiconductor
- Oracle
- Pepsi
- Philip Morris
- Pilsa Plastik
- Podravka
- Procter & Gamble
- Raiffeisen Bank
- S.C. Johnson
- Sabancı Group
- SAP
- Skoda Holdings
- Tatra
- Tetra Pak
- T-Mobile
- Toyota
- Unilever de Centro América
- Unisys
- U.S. Steel
- Vietnam Airlines
- Vietnam National Coal Corp.
- VTR Globalcom
- VUB
- Whirlpool
- Wienerberger
- Wimm-Bill-Dann
- Zentiva

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