

SMITH  
EXECUTIVE  
EDUCATION

Custom Programs



UNIVERSITY OF  
MARYLAND

ROBERT H. SMITH  
SCHOOL OF BUSINESS



SMITH Executive Education CUSTOM PROGRAMS

## A Message from the University of Maryland's ROBERT H. SMITH SCHOOL OF BUSINESS

The breakneck speed of technology and innovation is driving the pace of change in organizations, often in ways we cannot predict. Success in today's business environment requires leaders who are flexible, adaptive and responsive to change—leaders who can solve problems without case studies or parallels.

The Robert H. Smith School of Business offers customized educational programs that enable executives to acquire the skills needed to navigate and leverage advantage in any complex enterprise, whether it's in the public, private or nonprofit sector. Smith's programs are developed in collaboration with Smith faculty, professional staff and your team.

At Smith, we take a systemic, consultative approach to the craft of management and the practice of leadership. We create and develop custom designed programs that address your company's current and future business challenges. Smith custom programs allow your company's greatest assets—your people—to develop the tools and strategies that bring the big picture into focus. Smith programs give your organization's future leaders the perspective to see your company as a complete enterprise, and to see how the components interact and how each piece affects the whole.

Whether you are targeting a specific function or addressing the broader skill of leadership, we work with you to develop programs that are reality-based, action-oriented and uniquely designed for your company and your needs.

Join us as we explore and support the inner workings of the successful organization of the 21st century. Be our partners in developing a transformative educational experience for your team and your company.



Scott Koerwer, Ed.D.  
Associate Dean  
Professional Programs and Services

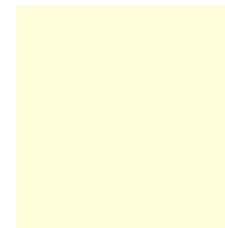


Judy K. Frels, Ph.D.  
Senior Director  
Custom Programs

Robert H. Smith School of Business, University of Maryland



SCOTT KOERWER



JUDY FRELS



## WHY CHOOSE A CUSTOM DESIGNED PROGRAM?

Any organization intent on achieving its goals understands that success will be determined not only by the quality of that organization's strategy, but also by the quality of its implementation. Effective implementation can only be achieved through the continuous development of people engaged in reality-based education.

At Smith, we work with you to develop programs that are just that: real, relevant and robust. A custom finance program, for example, covers not only core financial concepts, but highlights the key metrics and measurements important to your firm. A custom leadership course explores not only best practices—it focuses on the competencies your organization has deemed critical for addressing the specific challenges you see ahead. Through all of Smith's customized programs, your executives will develop deeper relationships with one another, and acquire a common language and a common understanding of your company's key factors for success.

As your corporation changes so does the content of the program. In regular meetings with the Smith team and your champion, we assess the program content, its relevance and the needs of the corporation. The program is updated, revised and refreshed to ensure that each custom program is timely and germane.

In a Smith custom program, we integrate our thought leadership with your unique situation, your needs, your culture, and the learning environment you want to create to deliver a program that is transformational.



What are  
the most important  
ISSUES you  
face this year—  
and next?

## WHY SMITH?

For many organizations, the skills and resources required to implement broad change are limited and spread thin. At Smith, we work with you to approach issues from a systemic, interdisciplinary viewpoint. Smith offers a comprehensive faculty, skilled in creating knowledge across business disciplines, well-versed in translating knowledge to practice and experienced in developing educational opportunities customized for organizations.

When choosing an executive education partner for a program specifically designed for your organization, two factors are key: the intellectual capital of the school and its willingness to engage in a truly participative partnership.

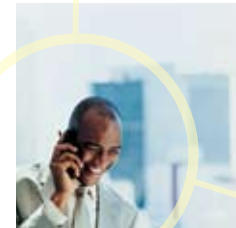
### Intellectual Capital

Smith's world-class faculty provides thought leadership for our programs, conducting groundbreaking research across business disciplines. This work is supported by seven research centers and conducted in our netcentricity laboratories before being published in the top international business journals. In addition, our staff and many of our faculty are experienced advisor/consultants having worked with numerous Fortune 500 firms and exceptional nonprofit and governmental agencies.

### Your Consultative Education Partner

Smith works closely with you to develop custom education and leadership development programs driven by your goals and focused on moving your organization forward. Our partnership ensures that the course content is infused with organization-specific examples and cases, and brings your company's perspective to every topic.

How are you  
developing talent in  
your organization?



## WHY SMITH?

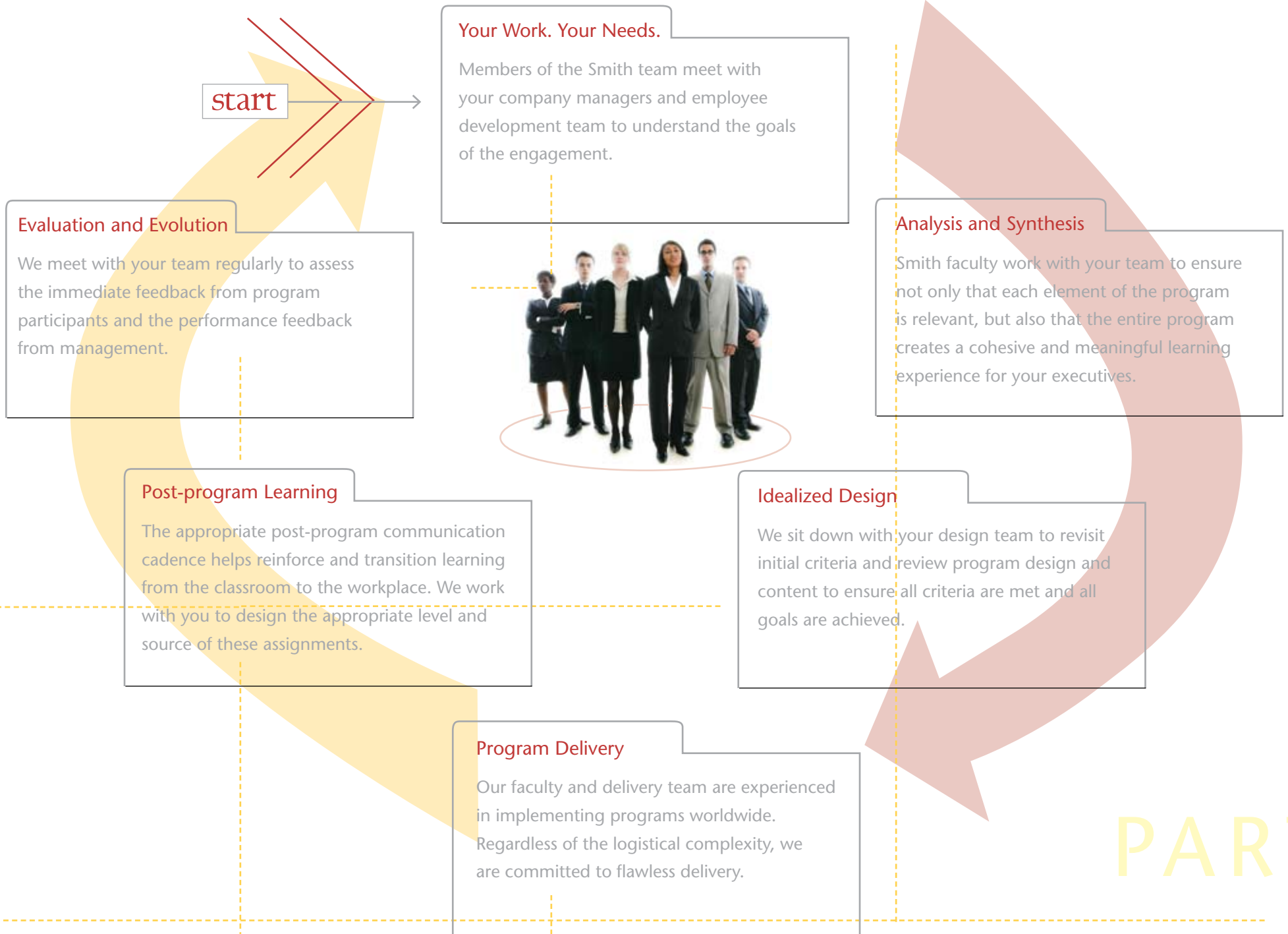
### SMITH NETCENTRICITY LABS AND RESEARCH CENTERS

Smith's distinguished faculty drive leading-edge research using labs and centers that simulate the interdependent business operations of the networked enterprise.

- Center for Excellence in Service
- Center for Health Information and Decision Systems
- Center for Electronic Markets and Enterprises
- Center for Global Business
- Supply Chain Management Center
- Center for Human Capital, Innovation and Technology
- Dingman Center for Entrepreneurship



# HERE'S HOW WE'LL WORK TOGETHER



## TEAM APPROACH

A Smith program director and a faculty member designated as the academic director of the program lead the Smith design team. The program director fully understands your needs, requirements and organizational culture and transforms these principles into clear and executable program objectives. With faculty, the academic director designs and facilitates your unique program. The academic director and his or her team create a custom program that is cohesive and current and meets your stated objectives.

The Smith team includes world-class faculty. With more than 130 full-time faculty members and 100 adjunct associate faculty, many of whom have extensive corporate experience as well as strong academic credentials, Smith offers tremendous breadth and depth of knowledge, experience and research applied to real business challenges.

A dedicated program manager—experienced in delivering Smith’s exceptional programs at our facilities and client sites worldwide—will be responsible for your custom program operations. Our team places a premium on superior client service and will make your company’s program a successful learning experience.

### Our Customer Focus

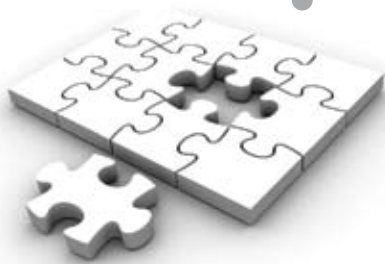
We provide our clients with unparalleled customer service. The Smith team delivers your custom program seamlessly and consistently with your company’s norms by creating the right environment, at the right location, working with the appropriate technology, and providing the necessary resources for program participants. We assess every level of the creation, development and delivery of your program so that it continually meets the specific needs of your company and your company’s program participants.



What's your  
game plan?

# NETERSHIP

# What does success look like?



## SUCCESS STORIES

### Maximum Impact: Understanding and Implementing Strategy

*Global Telecommunications Firm*

**situation** While the company had rolled out its growth strategy to all employees, senior executives realized that mid-level managers were not able to absorb and adapt the strategy into day-to-day responsibilities and activities. They were unsuccessful at working together beyond their immediate teams and ineffective at internal negotiations. Smith worked with the firm to develop an educational program that gave key employees a real understanding of company strategy and, most importantly, the knowledge and skills to implement strategy with confidence.

**solution** We designed a custom program that included the core educational components necessary for senior managers to develop a world-class approach for implementing strategy. The program consisted of five modules:

- **An initial four-day session at Smith** that covered the firm's growth strategy, systems thinking, marketing strategy and branding, game theory, service quality, leadership and teamwork, and negotiation, all linked to the firm's unique situation.
- **A session at University of Toyota** in California to study the "lean thinking" approach to management and operations, accompanied by Smith faculty to assist in translating the concepts to the corporation.
- **A virtual session** to practice tools for successful teaming across geography and to introduce the business simulation used in the capstone session.
- **A capstone session at Smith** included a four-day interactive business simulation. Teams competed against one another in a global market, building their firm, raising money from venture capitalists, and marketing to a global customer base. The simulation drew upon key content areas of the other sessions while building intra-company networks and appreciation of peers.

**results** Participants reported a significant increase in their understanding of the new organizational strategy and an increased capacity to implement that strategy, which would impact business unit results and organizational profitability. The reported ROI on this program was higher than any the firm had witnessed in any previous program. The internal networking was so successful that the participants held a "Maximum Impact" reunion several months after the course concluded.

## Identifying and Developing Leaders for the Future

*International Food Products Company*

**situation** Senior leaders at the firm expressed the need to identify and develop future leaders, including general managers, function heads and company officers. They sought to enhance their executive bench strength in a more deliberate fashion.

**solution** We designed a custom program that included an intense assessment of each executive's leadership and management capabilities, as well as important management development educational modules. Executives in the program received individualized coaching based on their assessment results, which increased performance. Corporate leadership received reliable data to determine those executives who had the most potential to lead the company in the future.

**results** The firm gained a clear picture of the leadership and succession pipeline. Future leaders gained a better understanding of the roles best suited for them. Senior leaders and program participants were able to build on individual strengths while addressing the firm's weaknesses through education and hiring practices.

### What Our Clients Say

"The program was tailored to exactly what we identified as a key need. The Smith School was very flexible and customer-focused, as opposed to a rigid program that comes out of the box and is performed the same way for everybody."

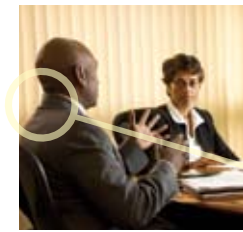
*Mark T. Savoff, Executive Vice President, Operations  
Entergy*

"The Smith School was very responsive. The professors who came to the Middle East to train our local faculty went above and beyond what one could do in a normal day. I was so impressed with the speed and the quality with which they responded to our program's needs."

*Jasmine Nahhas di Florio, Vice President  
Education For Employment Foundation*

"One of the greatest benefits of our relationship with Smith is that our participants are not only exposed to world-class faculty, but also faculty who understand the unique environment of our organization. The commitment they demonstrate in learning about the goals of our organization makes the educational environment much richer."

*Mary J. Pietanza, MBA, SPHR  
Manager, Learning Alliances  
SAIC*



# REALITY

## REALITY-BASED EDUCATION

Executives don't learn by sitting in a classroom, listening to even the wisest man or woman. They learn by thinking, hypothesizing, experimenting, and reflecting upon the concepts presented—and then starting over.

Smith executive custom programs incorporate a high level of interaction and experiential learning. Competitive and interactive simulations offer your executives the chance to try out new concepts in a safe environment. Action learning projects compel executives to apply new thinking to current problems with the guidance of your leadership and our faculty. Reflection allows executives to think about the implications of what they have heard, to collect the “aha” moments as they happen, and to then share experiences with their classmates and in doing so, broaden the learning. Executive coaching helps each executive grow to be the best leader she or he can be.

Smith's interactive programs give your participants relevant knowledge and tools that they can immediately apply to their current roles. And the shared time in the classroom and innovative activities allow participants to develop networks with faculty and peers. A Smith custom program is a powerful educational experience that enables you to transform your organization and help your company achieve its goals.



Now let's  
make it happen  
in your world.

## About the Robert H. Smith School of Business

The Robert H. Smith School of Business is an internationally recognized leader in management education and research for the digital economy. One of 13 colleges and schools at the University of Maryland, College Park, the Smith School offers undergraduate, full-time and part-time MBA, Executive MBA, Executive MS, PhD, and non-degree executive education programs, as well as outreach services to the corporate community. The school offers its degree, custom, open enrollment, and certification programs on three continents—North America, Europe and Asia.



The University of Maryland is an equal opportunity institution with respect to both education and employment. The university's policies, programs and activities conform to pertinent federal and state laws and regulations on non-discrimination regarding race, color, age, national origin, sex, disability, and sexual orientation.

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