ADAPT.
Achieve. Thrive.
LEARNING: A LIFELONG ENDORVOIR.

WHAT WE OFFER

At the Robert H. Smith School of Business, we bring experiential, interactive, reality-based education to busy executives across the globe. Many of our faculty members have enjoyed successful careers at the highest levels of the corporate world and with the Federal government. You benefit from their global reputation as business thought-leaders and expert facilitators of adult learning.

Partner with us to deliver first-class learning experiences specifically designed to meet your organization’s needs. We can create advanced degrees, certificate programs and other executive education experiences supported by intensive one-on-one coaching.

WHAT YOU GAIN

• A common language and shared skills among your organization’s leaders
• A valuable network of motivated professionals
• Ongoing relationships with Smith’s thought-leading faculty—ranked No. 2 in the world in intellectual capital (Financial Times, 2011)

OUR CLIENTS

We partner with Fortune 500 companies, global corporations, government agencies and entrepreneurial businesses to create workplace cultures that are high-performing, innovative and competitive.

We support excellence in—among others—the defense, healthcare, financial services and consumer products industries, developing leaders from every sector, most continents, and organizations of all sizes.
The executive education team at the University of Maryland’s Robert H. Smith School of Business can help your organization identify knowledge gaps, build competencies and solve problems. We’ll create a custom learning experience targeted to your unique needs—your strategic direction will drive our curriculum.

We deliver at our Maryland campuses in College Park and Baltimore, and in innovative, stimulating environments around the world. We can come to your location or you can meet us online.

We also have state-of-the-art classroom facilities just blocks from the White House. Our location in the heart of Washington, D.C., offers access to both political and business leaders, a user’s guide to government, and practical insights on playing the policy game. Our connections can help your organization thrive in the nation’s capital.

Enroll in our Executive MBA program—or take the route of local, leading Fortune 500 companies and Federal agencies and have us tailor a graduate degree especially for your organization.

Shape your future through leadership education for your executives and high-potential managers or allow us to help you meet a specific organizational challenge.

Benefit from Smith’s world-class thought-leadership, innovative educators and commitment to service excellence. If your talent development plans include building competencies, changing culture, increasing engagement or simply staying relevant in today’s fast-paced world, check out the enclosed cards, call or e-mail us, and ask for a reference.

“No one can succeed in business without building and renewing their intellectual capital—technical know-how just isn’t enough. Smith challenges executives to keep their minds agile and to create a portfolio of options for solving hard problems.”

— Marty Sullivan
Commonwealth Consulting Corporation
Smith EMBA 2011
Solving problems has never been easy, but a systems-thinking approach integrated into your leadership development program can be transformative for your entire organization.

Systems thinking is a method of problem solving that looks across the whole enterprise rather than responding only to specific parts, outcomes or events. Narrow solutions produce short-lived results, leading to unintended consequences that are harmful to overall business performance, including morale. Our expertise will help you build a problem-solving culture that views the organization as a whole, and create engaged and fully integrated teams.

The Smith School’s expert faculty will lead your team through a systems-thinking approach based on your organization’s strategy and constraints, market and industry. We’ll present the foundational components of systems thinking and participants will have many opportunities to translate key concepts into practical applications. This strategic approach to problem-solving includes challenging entrenched assumptions and traditions about your business and building today the future you wish to experience tomorrow.

The Executive MBA program at the Robert H. Smith School of Business at the University of Maryland is ranked No. 17 in the world—ahead of any other school in the DC/MD/VA region (Bloomberg Businessweek, 2011). The Smith School received top grades in the following areas:

Strategy and Marketing: A+  Entrepreneurship, Finance and Sustainability: A

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Our Executive MBA program is ranked No. 1 worldwide in corporate strategy (Financial Times, 2011)—because of our work in systems thinking. Let Smith’s world-renowned faculty help your teams solve organizational challenges and capture opportunities, learning to look across your whole enterprise. Companies across the globe and agencies close to home have benefited from our expertise. We know the ideas and methods executives need to overcome operational and strategic complacency, and will demonstrate how to plan for the complexity and uncertainty associated with the future. Join Astra-Zeneca, Ciena, CSX, Lockheed Martin, Sprint-Nextel and many more to discover a whole new approach to problem-solving. We deliver more than a lecture—we deliver impact.

“Putting in place deliberate strategies that will help shape the future you hope for is so hard to do, but [Smith] laid out a great taxonomy for understanding how to accomplish it.”

— Matthew O’Brien
VP, Business Operations and CFO, Sandia National Laboratories
Participant, Smith Executive Leadership Strategies Program
FINANCIAL ACUMEN: THE BUSINESS OF BUSINESS.

INCOME STATEMENTS. BALANCE SHEETS. CASH FLOW STATEMENTS. ROIC. EPS. EBITDA.

The language of the few, the proud, the C-suite and the finance team. But does it have to be that way? What could be accomplished if all of your leaders understood what drives return to shareholders, whether they’re public or private? What if your business unit leaders clearly perceived how each of their actions impacts not just the top, but the bottom line of your organization? Some aspect of financial decision making occurs at every level of the organization, and thriving businesses align their employees around a core level of understanding related to how the corporation is perceived, evaluated and valued in the marketplace.

We don’t view it as “finance for non-financial managers”; we view it like this: every contributor should be a financial leader.

That’s what a program on financial acumen can do for your organization. Our leading finance faculty can use your financial data and your industry’s key metrics and drivers to craft an impactful program. These modules can also be incorporated into a larger leadership program.
Alignment can be a powerful force within an organization and consistent language around the financial goals and metrics are part of the solution. Truly understanding those terms and the individual’s role in achieving them is the key to long-term success.

Outlined here is a snapshot of what a comprehensive set of modules looks like in our financial acumen program—which could ultimately be customized for your organization’s needs. Find out why some of the leading Fortune 50 companies have engaged us to deliver this enlightening and impactful program to their top-, mid- and front-line leaders.

“I thought the content was extremely relevant. [Prof. Faulkender] found a way to make it apply directly to our jobs to leverage/benefit our departments and activities.”

“Wonderful! Relevant discussion of concepts, examples and challenges we face.”

“Very enlightening and applicable to my day-to-day work.”

— Feedback from Professor Michael Faulkender’s course evaluations from non-financial professionals in commercial real estate development.

**FINANCE SNAPSHOT**

**DAY 1**
- Shareholder value
- Metrics that matter for your firm
- Cash flow and valuation
- Changes in your firm’s valuation
- Sum of parts valuation
- Competitor analysis

**DAY 2**
- Review competitor analysis
- Improving key metrics that matter
- Levers that drive key metrics
- Evaluating proposals
- Customized project

**DAY 3**
- Framework for success in M&A
- Customized project 2: M&A deal
- Cash deployment and strategic opportunities
- Aligning business strategies
- Syntheses and actions to create value

ASK US HOW OUR FINANCIAL ACUMEN PROGRAMS CAN HELP YOU DELIVER REAL RESULTS AND ALIGN YOUR LEADERSHIP TEAMS.
LEADERSHIP LESSONS FROM GETTYSBURG.

WHAT CAN THE BATTLE OF GETTYSBURG TEACH US ABOUT LEADERSHIP TODAY?

The Battle of Gettysburg was a pivotal moment in American history. The leadership decisions made in a small town in Pennsylvania determined the fate of a nation. Effective communication, decision-making under pressure, innovation, influence and persuasion—all of these were employed with varied results during the three-day conflict that served as the turning point of the Civil War. Ordinary men were placed in extraordinary situations. Some led effectively. Some did not.

Your organization faces many of the same issues today—issues such as empowerment, accountability, adaptability, strategic thinking, vision, execution and team building. How about tackling them with what has proven to be a creative and novel approach to solving business challenges? Experiential learning at Gettysburg is an effective investment that will provide your leaders and leaders-in-training with the opportunity to be immersed in the critical aspects of this famous battle, and then to apply the lessons learned to their reality.

Action-oriented sessions, both on the historic Pennsylvania battlefield and in the classroom, will push participants to think differently about individual and organizational challenges through integrated lessons from the most well-documented and studied battle in American history. The experience is designed to help your management talent think more strategically and creatively, to build stronger teams, and to be more adaptive leaders.

“Actually walking in the footsteps of these inspiring leaders and learning why and how they made critical decisions was incredible. I’ve been to Gettysburg dozens of times, but I’ve never felt such an overwhelming personal impact as I did on this trip.”

—Marketing Executive
Smith EMBA 2010
Given the global pace and changing structure of business, organizations are constantly seeking to improve both management talent and teamwork. The Gettysburg Leadership program gives executives an opportunity to get out of the office and experience a new kind of leadership training—one that connects and relates the lessons of the historic battle to the challenges of the modern corporate world.

Being on the battlefield is an unforgettable experience. The complexity of the battle, the changing technology through the war, the size and strategies of the opposing armies, and the spectrum of personalities all come to life as you walk in the footsteps of the leaders from the North and South. The intensely experiential and interactive experience provides opportunities to build leadership skills and develop stronger teams through battlefield tours, lectures, discussion sessions, videos, role playing and team exercises—all led by Smith’s world-class faculty and a professional guide and executive trainer from the Gettysburg Foundation. Programs range from two days to one week in duration and can be integrated into a larger program.

Your customized Gettysburg experience will provide a rich set of management examples that correspond to your organization’s unique challenges.

HERE’S A SNAPSHOT OF A TYPICAL TWO-DAY SESSION:

**DAY 1: FRIDAY**
- One full day is spent on the battlefield
- A hike and bus tour are given by a Gettysburg guide
- The battle comes to life through shared insights about the personalities and key decisions of both Union and Confederate leaders
- Includes a tour of the visitor center; videos and other materials

**DAY 2: SATURDAY**
- A half day of classroom instruction (can be more, depending on the design of your program)
- Focus topics can include leadership, strategic thinking, decision making and succession planning, among others
Managers can be hired. Leaders must be developed. The executive coaching offered by the Robert H. Smith School of Business separates our executive education programs from the pack. Support the continuous development of your leadership cohort by offering them a life-changing opportunity to work one-on-one with a highly skilled coach. Coaching allows your high-potential executives to practice new behaviors in a safe space, gain self-knowledge and benefit from insightful observations they can immediately apply to their current roles. Your ongoing investment in reality-based education will reap rewards for years to come.

Combine disciplines in an integrated format to fit your needs. We will work with you to design a custom program from our leadership modules, such as:

- Negotiating win-win outcomes
- Cross-functional teams and leading change through teams
- Critical discussions: Managing conflict effectively
- Coaching, mentoring and managing: Motivating people, promoting teamwork, having difficult conversations with employees, and insights into the key factors of influence
- Enhancing your leadership pipeline: Developing succession pools, and the challenges and biases leaders face when making critical management decisions
LEADERSHIP DEVELOPMENT
SNAPSHOT

Your high-potential employees will develop into the leaders you need only through ongoing reality-based education. If you want an effective strategy for developing and mentoring leadership talent, we can help. Partner with the University of Maryland’s Robert H. Smith School of Business to create a results-oriented, transformational leadership experience tailored to your organization’s unique culture, structure and needs. Use our assessments, coaching and developmental tools to identify and grow the talent in your agency or company and be confident you have the pipeline to deliver tomorrow.

“It’s a great feeling to have someone who is committed to helping you think more creatively and strategically about personal and professional development. For me, the coaching at Smith has been one of the real highlights of my EMBA experience and has definitely helped me to reach new performance peaks.”

— Sylvia Bugg, Discovery Communications, Inc.

“Coaching high-potentials and executives gives them confidence, focus and enthusiasm—all critical for addressing the myriad challenges facing organizations today. It’s an investment you can’t afford NOT to make—and one that yields tremendous dividends.”

— Patrina Clark
President, Pivotal Practices Consulting LLC
former Chief Human Capital Officer,
U.S. Government Accountability Office

Topics include:

ASK US HOW A SMITH CUSTOM LEADERSHIP PROGRAM CAN LEAD TO TRANSFORMATIONAL CHANGE FOR YOUR ORGANIZATION.
THE INNOVATION THAT CHANGED THE WAY WE DO BUSINESS.
REALIZING YOUR NEXT BIG IDEA.

Enter the universal product code. Found across all industries, the black and white stripes capture important data that can be used to manage inventory, increase sales and market share, and lower operating costs. From its humble beginnings as an identifier for railroad cars to its wider use today in retail, healthcare and other industries across the globe, the barcode is a daily reminder of how innovation has the power to change the way we do business.

Innovative and entrepreneurial thinking must be cultivated in any organization that seeks to thrive. Whether government, non-profit or private industry, it’s about managing through technology and building creativity into every aspect of your organization so your employees can be nimble, effective and on top of their game. You can’t afford to blind yourself to changing customer tastes and needs—or to technological advances—if you want to remain relevant. Entrepreneurial and innovative thinking is as valuable in a mature organization as in a start-up.

Secure the growth and longevity of your enterprise by working with the Smith School to build a creative culture—the key to growing and sustaining innovation.

George Laurer, a University of Maryland alumnus, developed the universal product code in 1973.
ENTREPRENEURSHIP AND INNOVATION
SNAPSHOT

We have a number of offerings that focus on fostering a creative, forward-thinking mindset in your firm, including:

Critical Thinking
Covers the importance of critical thinking in decision making and focuses on common decision-making errors that plague even the most experienced executives.

Corporate Venturing
Participants learn the critical concept of applying entrepreneurial principles to grow established companies from within. It aims at unleashing a founder and owner mentality among employees to inspire innovative ventures and to overcome growth challenges.

Negotiation
A highly experiential workshop that uses assessment tools, skill-building exercises and debriefings to improve participants’ negotiation skills and their capacity to acquire and effectively use power.

Value Innovation
Participants discover an experiential approach to strategic planning that helps companies win new business by creating a new value curve ahead of its competitors.

Our flagship program in innovation, the Certificate in Innovation Management, is delivered by two world-class institutions: the Robert H. Smith School of Business and the A. James Clark School of Engineering. The program pairs award-winning instructors from academia with real-world entrepreneurs, providing the balanced expertise you need to help your firm successfully manage innovation for maximum impact.

COURSE OFFERINGS:
- Strategies for managing innovation
- Customer-centric marketing
- Effective negotiation skills
- Dynamic project management
- Raising capital

ASK US HOW OUR PROGRAMS CAN HELP YOUR TEAM CREATE A FOCUS ON ENTREPRENEURSHIP AND INNOVATION THAT SPREADS TO ALL LEVELS OF YOUR ORGANIZATION.
DEVELOP YOUR NETWORK: OUTCOMES WITH IMPACT.

The University of Maryland’s Robert H. Smith School of Business can create a **custom executive graduate degree program (MBA; MS)** exclusively for your high-potential employees. In less than two years, they can earn a degree that will pay dividends for your organization both during and long after the program. Talk to us about the executives in Fortune 500 companies and Federal agencies who already benefit from this focused, confidential action-learning approach—we’ll be happy to provide references.

Or, choose to send individuals from your company through the **Smith Executive MBA program** at College Park and benefit from their new connections across the business community. Ask us about preferred pricing for corporate partners.

Allow your leaders of tomorrow to develop a solid grounding in core business disciplines, master new skills which are key to the success of world-class executives, and benefit from leadership development and intensive executive coaching. See immediate benefits across your organization—your graduate cohort, supported by our faculty in the classroom, will work to meet the real challenges of your business—now and long into the future as part of the Smith School community.

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EXECUTIVE GRADUATE DEGREES
SNAPSHOT

Check out the unique and highly practical structure of our EMBA program. We’re happy to put you in touch with current students or alumni, or arrange for you to visit a class.

Foundation
- Financial Accounting
- Managerial Accounting
- Data Analysis
- Decision Making
- Financial Management
- Leading People
- Ethical Leadership
- Global Economics
- Strategic Management
- Operations Management
- Marketing Strategy
- Corporate Strategy
- Strategic Information Systems

Leadership
EMBA participants raise their self-awareness through taking part in a range of assessments. They put together personal development plans and are helped to grow as leaders through coaching. Our leadership development is ongoing, holistic, unique, relevant and results-driven.

Mastery
EMBA participants may elect to accelerate their leadership learning by in-depth exploration of critical topics such as innovation or global strategy, integrating their learning from other business disciplines as they examine ways to advance their new specialty within their own organization.

Action-Learning
EMBA participants lead projects on entrepreneurship, problem-solving or change management, providing real-world solutions to persistent business challenges.
THE SMITH PROMISE:
CUSTOMER SERVICE EXCELLENCE

The Robert H. Smith School of Business at the University of Maryland has built a burgeoning custom executive education business on a commitment to sharing cutting-edge knowledge through expert facilitation of hands-on, reality-based adult learning. Our faculty and staff will partner with you to understand your culture, values, aspirations and needs, and then match your learners with the right content in the right educational environment.

We aim to gain your trust, exceed your expectations, and become your valued partner in the long-term development of your human capital strategy. For more information or to enroll in one of our executive education programs, please contact Liz Barron, senior director of custom programs, at 301.405.5387 or at lbarron@rhsmith.umd.edu.