

Strategic Issues in Management Series

Forward-thinking seminars geared toward managers and administrators who want to sharpen management skills and enhance their careers.

2009

October 1, 2009
GLOBAL INNOVATION
Professor John Graham

October 15, 2009
FROM CONFLICT TO
COLLABORATION
Dr. David Hartl

October 29, 2009
"DOING LEADERSHIP" IN A
WORLD OF COMPLEXITY
Professor David Blake

November 12, 2009
MERGERS &
ACQUISITIONS:
STRATEGIC DECISIONS
Professor Philip Bromiley

2010

February 25, 2010
BUILDING EFFECTIVE
TEAMS
Professor Kristin Behfar

March 18, 2010
FINANCE FOR
NON-FINANCIAL
MANAGERS
Professor Todd Richey

April 8, 2010
DRIVING
TRANSFORMATION
WITH INFORMATION
TECHNOLOGY
Professor Vijay Gurbaxani

April 15, 2010
RESOLVING
ORGANIZATIONAL ISSUES
WITH NEGOTIATION
Professor Lisa Barron



The **Strategic Issues in Management Series** (formerly MBA Update) provides today's senior managers with an opportunity to both update and broaden their business skill set and knowledge. World-class faculty from UC Irvine's Paul Merage School of Business conduct highly interactive seminars designed to address today's most pressing management needs.

Each of the half-day seminars (held 2:30 – 6:30pm) is held on campus in executive classrooms using the latest teaching technology. A certificate of completion is given to participants who attend any four (4) sessions.*

- Gain tools and techniques today – apply them tomorrow!
- Network with peers in a dynamic classroom setting.
- Learn new approaches and perspectives from our world-class faculty and each other.
- *Earn a certificate of completion – a great resumé builder.

Register now for one or more seminar dates.

Visit merage.uci.edu/go/SIMS for Merage School Alumni and Friends discount information.

FALL 2009

FALL 2009 SESSIONS:

October 1, 2009
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November 12, 2009
**MERGERS &
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Professor Philip Bromiley

TIME:
Thursdays
2:30 – 6:30pm

LOCATION:
The Paul Merage
School of Business
UC Irvine Campus



GLOBAL INNOVATION Professor John Graham

Innovation is the key to success in today's dynamic business environment. Two innovation processes are crucial – the development of new ideas and the distribution of those ideas. This session will cover the latest information about maximizing innovations within companies. Attention will be given to key drivers of innovative thinking such as diversity in groups and open innovation processes. International communications will also be emphasized as an important tool to stimulate innovative processes.



FROM CONFLICT TO COLLABORATION Dr. David Hartl

Company leaders often report that too much of their time is spent on problems involving conflict among staff. This distracts from mission-focused activities and adversely impacts the bottom line. This highly interactive session will explore the dynamics of conflict, define strong leadership techniques that help to develop collaborative teamwork, provide key insights into your individual preferences for dealing with conflict, and identify other options you may wish to develop. Come prepared to be engaged in an important self-development learning experience.



“DOING LEADERSHIP” IN A WORLD OF COMPLEXITY Professor David Blake

Leadership is much more than having a certain set of chromosomes or personality traits. Leadership is also about doing – doing the kinds of things that will help an organization and its people succeed in complex and ever-changing times in a globalizing world. By observing and diagnosing actual leadership in action, as opposed to management, this session will encourage participants to understand the importance of building effective leadership throughout an organization. Focusing on what leadership does and should do, the session will help participants develop an awareness of skills that leadership, wherever it exists in an organization, needs to develop and execute always with an eye on the future and not just the present.



MERGERS & ACQUISITIONS: STRATEGIC DECISIONS Professor Philip Bromiley

Mergers and acquisitions often help companies expand into new markets, acquire new technologies, and leverage competences. This session builds a familiarity with the M&A process from start to finish by addressing how to:

- Assess whether a firm should favor an acquisition or merger over other development modes
- Evaluate potential acquisitions or mergers, and
- Integrate acquisitions and mergers

SPRING 2010



BUILDING EFFECTIVE TEAMS

Professor Kristin Behfar

Most of us work in some form of team, ranging from committees to task forces to project teams. While teams can be very effective at problem solving and generating novel ideas, products, or services, research demonstrates that about two-thirds of teams experience performance or motivation failures over time. This session integrates the latest research about designing, rewarding, and managing the dynamics of teams to help you understand the interplay of all the variables that determine team effectiveness. The session also challenges participants with experiential real-world problems and discusses practical solutions and the many different roles people play in managing and leading the evolving dynamics of effective teams.



FINANCE FOR NON-FINANCIAL MANAGERS

Professor Todd Richey

The central objective of a firm usually includes the role of finance and the actions that a manager can and should take to help increase shareholder value. The decision process for managers has become increasingly difficult given the elevated levels of risk in the economy and the global capital markets. This session emphasizes financial decision-making and helping the non-financial manager understand the process involved with financial decision-making and the techniques necessary to help create value within a firm or department. Participants will:

- Build a strong foundation in interpreting financial information and measuring both the risk and return of a project
- Understand the role of capital markets in the decision process
- Apply appropriate techniques in financial models/spreadsheets to critically value a project or a firm



DRIVING TRANSFORMATION WITH INFORMATION TECHNOLOGY

Professor Vijay Gurbaxani

The role of Information Technology (IT), and especially the Internet, in business success has never been more critical, enabling new forms of competition and ways for companies to deliver value to their customers. Successful companies are exploiting network effects and economies of scale in information to offer new products and services, to improve performance and to build customer loyalty. In this session, participants will gain practical insights into how to lead their company in a technology-intensive world, including:

- Developing a vision for value creation with IT
- Gaining competitive advantage by using IT to enable new strategies and business models and drive innovation
- Understanding how to synchronize business and IT by leveraging internal and external sourcing strategies



RESOLVING ORGANIZATIONAL ISSUES WITH NEGOTIATION

Professor Lisa Barron

Daily life in organizations involves negotiations – negotiations over resources, negotiations to determine what direction to take, and negotiations to resolve conflicts. In this session, participants will learn:

- Key negotiation techniques and how to apply them to organizational problems
- How to focus on interests rather than positions
- How to uncover the interests of others
- How to use interests to reach more satisfying agreements and solutions in organizational conflict situations
- How to make better decisions, reach better agreements, and increase buy-in with these techniques.

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REGISTRATION FEES:

General Public

8 Sessions	\$1,795
4 Sessions	\$895
2 Sessions	\$565
1 Session	\$295

Friends of Merage

8 Sessions	\$1,435
4 Sessions	\$735
2 Sessions	\$445
1 Session	\$235

Fee includes instruction, course materials, completion certificate*, and refreshments. We accept personal and corporate checks, Visa, MasterCard, Discover Card, and American Express. Cancellations will only be accepted up to 14 days prior to the start of the program.

* Certification is available to those who complete any four sessions.

REGISTRATION FORM

Fee includes instruction, course materials, completion certificate*, and refreshments. Certification is available to those who complete any four sessions.

Full Name: _____

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City: _____ State: _____ Zip Code: _____

Home Phone: _____ E-mail: _____

Company: _____

Title: _____

Company Address: _____

City: _____ State: _____ Zip Code: _____

Work Phone: _____

Merage Class Year: _____ Program: _____

Number of Sessions Attending:

(please specify below) 8 Sessions 4 Sessions 2 Sessions 1 Session

Session 1: _____ Session 2: _____

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Session 5: _____ Session 6: _____

Session 7: _____ Session 8: _____

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Or mail a copy of this form with your check to:

Beverly Bond
The Paul Merage School of Business
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