



Strategic Issues in Management Series

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



SEPTEMBER 28, 2011

Critical Thinking and Decision-Making
Professor Thomas Eppel

NOVEMBER 9, 2011

Outlook from the Top: The Uncertain
State of the Macro-Economy and
Prospects for Recovery
Professor Kerry Vandell

JANUARY 25, 2012

Using Feedback as an Effective
Developmental Tool for You and
Your Team
Professor Lisa Barron

MARCH 14, 2012

The Impact of Today's Economic
Turbulence on Corporate Governance
Professor Margarethe Wiersema

MAY 9, 2012

Social Media and Open Innovation
Professor Vijay Gurbaxani and
Kip Knight

DATE TO BE ANNOUNCED

Improving Business Decisions
with Competitive Intelligence
Professor Leonard Lane

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 and the business community conduct highly interactive seminars designed to address today's most pressing management needs.

The program is conducted over six sessions throughout the year. Each of the sessions takes place on a Wednesday morning and starts with a breakfast and networking opportunity. Sessions are held on the UC Irvine campus in executive classrooms using the latest teaching technology.

A certificate of completion is given to participants who attend any four out of the six sessions for the 2011 - 2012 program (sessions cannot overlap program years).

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

Register now for one or more session dates. Merage School Alumni and Friends discount available.

Visit merage.uci.edu/go/SIMS to learn more.

September 28, 2011
Critical Thinking and Decision-Making
Professor Thomas Eppel

November 9, 2011
Outlook from the Top: The Uncertain State of the Macro-Economy and Prospects for Recovery
Professor Kerry Vandell

January 25, 2012
Using Feedback as an Effective Developmental Tool for You and Your Team
Professor Lisa Barron

TIME:

Wednesdays
7:15 – 11:00am

LOCATION:

The Paul Merage
School of Business
UC Irvine Campus



SEPTEMBER 28, 2011: Critical Thinking and Decision-Making

Professor Thomas Eppel

Sound decision-making and critical thinking have always been important skills for creating success. In a world that has become increasingly complex and that is changing at an ever increasing pace, these skills are even more important than ever before. Yet, too many individuals and organizations are ill prepared when it comes to making smart decisions and how to critically examine the abundance of data and information that is all around us. This session will give participants an overview of the art and science of decision-making and critical thinking. It will provide the motivation to view decision situations as opportunities rather than problems and to view decision-making as a skill that can be learned, practiced and improved upon like any other skill. It will also discuss the many pitfalls and psychological biases that have a tremendous impact on our thinking and decision-making and have led to new fields such as behavioral economics and behavioral finance.



NOVEMBER 9, 2011: Outlook from the Top: The Uncertain State of the Macro-Economy and Prospects for Recovery

Professor Kerry Vandell

What seemed like a moderate but sustained economic recovery of the U.S. economy 3 months ago now seems like a significant question mark, with the term “double dip recession” being increasingly tossed about. Given the extreme divisions in the political landscape, the “spin artists” and “talking heads” offer widely different descriptions of the current state of the economy, prescriptions for what should be done, and prospects for future recovery. In this session, we will try to cut through the rhetoric and look at the facts: What metrics are important for us to get a handle on the true state of affairs and how are these trending? How important are political risk in the U.S. and the European debt crisis for our future? What will happen to the housing and job markets? What will happen to our nest eggs? What will happen to our firms’ abilities to grow and prosper in the “new normal”?



JANUARY 25, 2012: Using Feedback as an Effective Developmental Tool for You and Your Team

Professor Lisa Barron

In today’s business environment constant improvement is the name of the game. Yet performance reviews are too infrequent and often not conducive to getting helpful developmental feedback. Additionally, many managers are either uncomfortable giving developmental feedback or they don’t know how. This session will teach you how to give and receive objective feedback, how to help yourself and others be more receptive to getting feedback, and a process for regularly and painlessly getting input to help you accomplish your goals. This session is a must for employees at any level who want to improve their performance and for managers and team leads who want to help their team improve.



MARCH 14, 2012: The Impact of Today's Economic Turbulence on Corporate Governance

Professor Margarethe Wiersema

Corporate governance has never been more challenging given the economic turmoil during the past few years. Companies are facing a new world of corporate governance with heightened pressure on managers and their boards to take a more proactive and involved stance with regard to their shareholder responsibilities. Global economic turbulence has heightened the need for boards to work with management in providing strategic and governance oversight. This session will offer managers of public companies the opportunity to update their knowledge of recent events and to develop a deeper understanding of the key strategic issues and challenges facing public companies today.



MAY 9, 2012: Social Media and Open Innovation

Professor Vijay Gurbaxani and Kip Knight

In a world characterized by intense global competition, companies, particularly those in developed economies, must focus on strategic innovation. In the face of distributed knowhow, it is imperative that companies find ways to leverage the ideas and knowhow of individuals and companies outside its boundaries. Open Innovation is the use of ideas sourced from outside the firm. While companies have historically used both external and internal sources of ideas and knowhow, social media (and IT more broadly) has dramatically changed the underlying economics, enabling far greater use of external sources of innovation. While Wikipedia, the Netflix Challenge and Linux are well known examples of Open Innovation, an increasing number of companies are also harnessing its benefits across their value chains. This session will help participants understand the potential of using social media to drive open innovation, identify key issues in leveraging this option including the selection of appropriate problems and a suitable mechanism to source and reward ideas, get buy-in and implement solutions, and make the process systematic.



DATE TO BE ANNOUNCED: Improving Business Decisions with Competitive Intelligence

Professor Leonard Lane

In today's business environment, having the right information is no longer enough. In a world where competitors are fiercer than ever, rapidly changing technologies are changing the rules of the game, and a wrong move can have a significant impact on your company, managers need improved ways to make decisions. While many companies believe information is the key, information is merely the starting point of the decision-making process, not the end. Competitive Intelligence (CI), the process of turning raw information and data into actionable intelligence, has become a critical tool for today's business leaders. The CI session will provide tools and techniques (including how to get inside the heads of your competitors) to help companies develop intelligence-driven strategies as well as provide guidance on how to execute on proven strategies and avoid pitfalls of others.

March 14, 2012
The Impact of Today's Economic Turbulence on Corporate Governance
Professor Margarethe Wiersema

May 9, 2012
Social Media and Open Innovation
Professor Vijay Gurbaxani and Kip Knight

Date to be Announced
Improving Business Decisions with Competitive Intelligence
Professor Leonard Lane

TIME:
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7:15 – 11:00am

LOCATION:
The Paul Merage School of Business
UC Irvine Campus



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SESSION SCHEDULE

Wednesdays

7:15–8:00 a.m. Breakfast and
Networking

Opportunity

8:00–11:00 a.m. SIMS Session

REGISTRATION PRICING*

General Public: \$150 per session

Alumni & Friends of
the Merage School: \$125 per session

*Register now for one or more session dates at merage.uci.edu/registration. We accept Visa, MasterCard, Discover Card, American Express, and personal and corporate checks. Cancellations will only be accepted up to 14 days prior to the start of the session for which you are registered. Registration includes the breakfast and networking opportunity as well as the SIMS session.

Note: there is a separate cost for parking on the UC Irvine campus which is not included in the program registration fees.

A certificate of completion is given to participants who attend any four out of the six sessions for the 2011 – 2012 program (sessions cannot overlap program years).

About The Office of Executive Education

The Office of Executive Education is the continuing education component of The Paul Merage School of Business at UC Irvine. The intent is to provide on-going quality management education to leaders in organizations faced with complex problems in rapidly changing, multi-cultural, technological, and competitive environments. We design specialized programs of study that enable participants to increase their management education and skills to stay on the cutting-edge of business.

Programs and services are offered to individuals and organizations in the following areas:

- Public Programs
- Subscriber Programs
- Custom Programs

Approach to Executive Education

The Office of Executive Education's programs are designed to provide effective learning experiences that offer the latest thinking and state of the art adult learning theory and practice. Participants will learn about the latest relevant studies, advanced concepts, skills, and techniques in ways that are memorable, fun, practical, and useful to program participants' work experience.

Visit merage.uci.edu/go/SIMS to learn more.