

## 2011 Clariden Global Executive Education

# Strategic Business Analysis (for Decision Making)

### FACULTY DIRECTOR

#### Led by Professor Frank C. Schultz

Haas School of Business at the University of California Berkeley

Awarded F. Cheit Award for Excellence in Teaching from the Haas School of Business

Dr. Frank C. Schultz is a Professor of Management of Organizations, and the Economic Analysis and Policy Groups of the Walter A. Haas School of Business at the University of California at Berkeley. Dr. Schultz is a leading authority in the areas of Competitive Strategy and Executive Leadership. He has been consistently recognized for his teaching. In 2010, he received the Earl F. Cheit Award for Excellence in Teaching from the Haas School of Business. Over 20 years, he has taught in the Executive Education, Executive MBA, Weekend MBA, Evening MBA, Full-Time MBA and undergraduate programs in business schools including the Haas School of Business at the University of California at Berkeley, the Eli Broad Graduate School of Management at Michigan State University, the Ross School of Business at the University of Michigan, and the Carlson School of Management at the University of Minnesota, as well as the Advisory Board Company's Physician Leadership Academy.

Prior to his teaching and consulting activities, Dr. Schultz worked for Fortune 500 companies such as IBM, Chevron and Pillsbury. His diverse corporate functional experience in areas such as accounting, finance and marketing and the challenges associated with integrated these functional perspectives has generated his interest in research, teaching and consulting in the areas of Strategic Management, Leadership, Strategic Decision Making and Deliberate Practice.

Dr. Schultz consults regularly in the areas of strategy and leadership. His clients include a variety of companies such as a telecommunications company, a national home builder, an emerging medical device research and development firm, a global food manufacturer, a medical device manufacturer, a Swiss multinational manufacturer and numerous healthcare systems.

The focus of his research is on Deliberate Practice - how individuals and organizations gain competitive advantage through the development of world-class expertise. His research has received recognition from the Academy of Management in the United States. He is currently working on his book, "Deliberate Practice: What Individuals and Organizations Can Learn about Outstanding Performance from Top Performers in Sports, Science and the Arts."

# STRATEGIC BUSINESS ANALYSIS (FOR DECISION MAKING)

## FACULTY DIRECTOR:



**Professor Frank C. Schultz**, *Haas School of Business at the University of California Berkeley*  
Awarded **Earl F. Cheit Award for Excellence in Teaching** from the Haas School of Business

Dr. Frank Schultz is a Professor of Management of Organizations at the Walter A. Haas School of Business at the University of California at Berkeley. He has been awarded the **Earl F. Cheit Award for Excellence in Teaching** from the Haas School of Business. As a leading authority in the fields of Competitive Strategy and Executive Leadership for more than 20 years, Dr. Schultz has taught in the Executive Education, Executive MBA, Full-Time MBA and undergraduate programs for many reputable business schools. Dr. Schultz also possessed practical working experiences at Fortune 500 companies such as IBM, Chevron and Pillsbury. Apart from University teaching activities, Dr. Schultz is also a leading strategy and leadership consultant to many global companies where he has worked with many senior leaders in various industries, including telecommunications, food manufacturing, medical device manufacturing, research and development, real estate and healthcare. His research on Deliberate Practice - how organizations gain competitive advantage through the development of world-class expertise, has received recognition from the Academy of Management (USA).

## PROGRAM SUMMARY

Program:	Strategic Business Analysis (for Decision Making)	
Dates:	23 – 24 May 2011	Tuition Fee: S\$3,250
Location:	Shangri-La Hotel, Singapore	Register & pay on or before 28 April: S\$2,950
	(Group discount of 10% for 2 or more participants from the same organization)	

**Program Essence:** This 2-day highly interactive and fast-paced program is designed for **business leaders** to help them develop senior management perspectives to become better strategic thinker and decision makers. Using **advanced computer simulation, team-based decision making and group discussions**, participants will become a member of a senior executive team and experience complex interdependencies that exist between marketing, finance, research and development, manufacturing, and human resources, and learn to analyze complex business situations to make decisions in the development of a long-term strategy that will benefit their organizations. This program's participants will also understand how decisions may impact the overall financial performance of organizations and how to communicate with top executives in their organizations.

## PROGRAM INTRODUCTION

This 2-day highly engaging and fast-paced program challenges participants to develop a longer-term strategic view of organizations. Using an advanced computer simulation, team-based decision making and group discussions, participants will make strategic decisions which necessitate an integrated understanding of the simulated company's marketing, research and development, manufacturing, finance, and human resources functions. Participants will experience how these functional areas interact over time and how a longer-term perspective is essential for the successful implementation of a company's strategy.

**Methodology:** In contrast to traditional lecture or case based teaching formats, this program develops strategic thinking through action-based learning. Participants become a member of a senior executive team that makes decisions for a simulated company over a number of years. The computer-based simulation provides advanced analytical tools that aid the team in the development of a long-term strategy that incorporates marketing, research and development, finance, manufacturing, and human resource decisions. The learning begins as competitors' companies (run by other course participants) make decisions which interfere with the implementation of the strategy. Each top management team must decide how to adjust the implementation of their strategy in this dynamic competitive environment.

## HOW YOU WILL BENEFIT

Through this executive program, participants will be able to:

- Learn to make strategic business analysis and decisions that benefit your organization
- Enhance your value to your organization as a strategic thinker and decision maker
- Learn to be better able to communicate with top executives of your organization
- Analyze and understand the complex interdependencies that exist between organization's functional areas
- Understand and experience how routine decisions impact the overall financial performance of organizations

## WHO WILL BENEFIT MOST

This highly interactive program is designed for:

- Directors, Vice Presidents, Heads, Senior Managers, General Managers, Strategists and other decision makers with cross-functional responsibility
- Business Leaders in marketing, operations, finance, IT, human resources, or business development
- Any executive who participates in strategic analysis, decision making and strategy formulation

## PROGRAM OUTLINE

### DAY 1

#### MORNING

##### Introduction to Strategic Decision Making

- Strategic options for businesses
- Introduction to advanced simulation
- The keys to effective strategic decision making
- Team decision making

#### AFTERNOON

##### Focusing on Strategy Implementation

- Connecting day-to-day decisions with business strategies
- The importance of sales forecasting
- Sales forecasting as science and art
- Forecasting long-term capacity needs
- The impact of competitors and competitor analysis

### DAY 2

#### MORNING

##### Accounting and Finance Overview

- Finance as the language of business
- Interpreting financial statements
- Understanding the impact of business decisions on financial performance

#### AFTERNOON

##### The Impact of Marketing on Competitive Advantage

- Connecting marketing decisions with business strategies
- Establishing advertising and distribution strategies
- The role of product and process innovation on competitive advantage

##### Course Wrap-up: Awards for Capitalistic Acumen

Registration begins at 8:30 am on Day 1. Program starts at 9 am on both days and end at 5 pm. There will be breaks for mid-morning refreshment, lunch and mid-afternoon refreshment.

Programs, dates and locations are subject to change. In accordance with Clariden Global policy, we do not discriminate against any person on the basis of race, color, sex, religion, age, national or disability in admission to our programs.

# 2011 Clariden Application Form

## Strategic Business Analysis (for Decision Making)

23 - 24 May 2011  
Shangri-La Hotel, Singapore

### Company Information

Company Name \_\_\_\_\_  
Address \_\_\_\_\_ Industry \_\_\_\_\_  
City/State \_\_\_\_\_ ZIP/Postal Code \_\_\_\_\_ Country \_\_\_\_\_

### General Information

Last Name \_\_\_\_\_ First Name \_\_\_\_\_  DR  MR  MRS  MS  
Job Title \_\_\_\_\_ Department \_\_\_\_\_  
Email \_\_\_\_\_ Work Phone \_\_\_\_\_ Mobile \_\_\_\_\_  
Nationality \_\_\_\_\_ Date of Birth \_\_\_\_\_ How do you learn about this program \_\_\_\_\_  
List the last academic institution you graduated \_\_\_\_\_ College / University \_\_\_\_\_ Degree Granted \_\_\_\_\_ Year \_\_\_\_\_  
Please provide a brief description of your organization/business unit: \_\_\_\_\_

Please explain your objectives or goals by attending this program:

What is the most challenging situation you are facing that you would want this program to address:

### Invoice Information (if different from above)

Attention Invoice to \_\_\_\_\_  DR  MR  MRS  MS  
Job Title \_\_\_\_\_ Work Phone \_\_\_\_\_ Email \_\_\_\_\_  
Address (if different from above) \_\_\_\_\_

Early Bird Fee (Payment received on or before 28 April 2011) : S\$2,950  
Regular Fee (Payment received after 28 April 2011) : S\$3,250

- 1. **Early Bird fees will only be valid if payment received on or before 28 April 2011, after which regular fees apply**
- 2. Group of 2 or more participants from the same company will receive a 10% discount off the total tuition fees
- 3. Full payment is due in full upon receipt of invoice. Full payment is mandatory to confirm admission.
- 4. Fees include lunch, refreshments and program materials
- 5. Clariden Global reserves the right to alter the program, dates and locations if necessary

I would like to receive more information on hotel accommodation during this program using Clariden Global corporate rate

### Payment Methods

- By Cheque / Bank Draft: Made payable to **Clariden Global Pte Ltd** and mail to: **152 Beach Road, Level 28 Gateway East, Singapore 189721**
- By Telegraphic Transfer to  
Bank Name: DBS BANK  
Bank Branch Code: 027  
Bank Address: 6 Shenton Way, DBS Building, Singapore 068809  
Bank Account No: 027-903583-8  
Bank Account name: Clariden Global Pte Ltd  
Bank SWIFT Code: DBSSSGSG  
All bank charges borne by participants. Please ensure Clariden Global receives the full invoiced amount

**Invoice will be issued accordingly upon receipt of the application form**

### Cancellations & Substitutions Policy

Substitution with a qualified candidate is allowed by providing at least 3-day advance notice to Clariden Global.

NUMBER OF DAYS BEFORE PROGRAM	CANCELLATION FEES
More than 30 days	10 % of tuition
15 - 30 days	50 % of tuition
Less than 15 days	100 % of tuition

### Approving Manager

Last Name \_\_\_\_\_ First Name \_\_\_\_\_  DR  MR  MRS  MS  
Job Title \_\_\_\_\_ Work Phone \_\_\_\_\_ Email \_\_\_\_\_

I confirm that my organization is sponsoring this executive for the program indicated in this application form. Date \_\_\_\_\_  
 I have also read and accepted Clariden Global's cancellations & substitutions policy.