Key Learning Outcomes

Participants in this program will:

• Experience the complex interdependencies that exist between an organization’s functional areas.
• Appreciate the critical importance of monitoring, assessing and responding to competitors’ strategic actions and reactions.
• Develop a long-term, strategic view of organizations and experience how to discuss this view in a team environment.
• Enhance their value to their organization as a strategic leader.

“...the simulation experience was a meaningful learning tool, generating a deeper appreciation of the complexity of decision-making and the competing forces that influence strategic management.”

President, Healthcare Consulting Firm

Unique Program Features

To be effective strategic leaders, senior executives must set aside the functionally oriented views they may have developed earlier in their careers. They must adopt a more integrated, cross-functional perspective and develop a longer-term, strategic view. Their strategic thinking must also consider the implications of competitors’ possible actions and reactions.

Unfortunately, much of the training for this cross-functional perspective occurs “on the job.” Such training can be associated with numerous missteps that have potentially serious implications for the individual’s career development as well as the organization’s performance.

Using an advanced computer simulation, team-based decision-making and group discussion, this program gives participants the opportunity to develop a senior management perspective without putting their company or career at risk. 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 long-term perspective is essential for the successful implementation of a company’s strategy. In addition, participants will learn that competitive threats inevitably challenge the viability of initially conceived strategies and that competitor analysis and strategic readjustment are critical aspects of the strategic management process.

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Faculty Biography

Frank C. Schultz, Ph.D. is a faculty member in the Department of Management in the Eli Broad Graduate School of Management at Michigan State University. He has taught Executive MBA, Weekend MBA, Evening MBA, Full-Time MBA and Undergraduate courses at a number of leading business schools. Dr. Schultz has developed and delivered courses in Strategic Management, Advanced Competitive Analysis, Strategic Leadership, Accounting, Finance, Marketing, Microeconomics, Macroeconomics, Statistics, and Sales Force Management. His teaching has been widely recognized including the prestigious Larry L. Cummings award for outstanding teaching at the University of Minnesota.

Dr. Schultz’s research interests focus on the strategic decision making of CEOs and senior executives, the methods of making of CEOs and senior executives, the methods of balancing stakeholder interests and the manner in which the mental models of executives influence the evolution of firms and industries. He has presented his research at numerous academic and industry conferences including the Academy of Management and Harvard Business School. A significant portion of Dr. Schultz’s research and expertise has been developed in the healthcare industry. He has recently published a paper in the Journal of Healthcare Management on the differences in strategic decision making between managerially-trained (MBAs) and medically-trained (MDs) CEOs of healthcare organizations.

Prior to pursuing his Ph.D., Dr. Schultz worked for IBM, Chevron and Pillsbury in addition to starting two entrepreneurial ventures of his own. His varied corporate functional experience in industries such as accounting, finance and marketing lead to his interest in Strategic Management and the challenges associated with integrating these functional perspectives at a senior executive level.

Who should attend?

- Presidents and CEOs of small- to medium-sized companies whose background is predominantly in one functional area.
- Entrepreneurs leading smaller firms and senior executives in small- to medium-sized organizations.
- Mid-level managers who are increasingly talking on greater cross-functional responsibility.
- Recently appointed managers with general management responsibilities.
- Mid-level managers with senior-level management potential.

More Executive Development Programs

- Successful Negotiation: Creating Value through Collaboration - April 26-27, 2005 (Lansing); October 13-14, 2005 (Lansing)
- Customer Value Management: Learn How to Appropriately Price to Capture Value - April 21-22, 2005 (Lansing); September 22-23, 2005 (Troy)
- Adaptive Leadership: Enhancing Individual and Team Performance - May 4-5, 2005 (Lansing); November 3-4, 2005 (Lansing)
- Financial Data: How to Improve Decision-Making - March 23, 2005 (Troy); October 5, 2005 (Lansing)
- Financial Management: Creating Value-Based Strategies - March 24, 2005 (Troy); October 6, 2005 (Lansing)

Program Schedule

Day 1

8:30 - 10:00  Program Introduction & Strategic Planning
10:00 - 12:00  Team Simulation
12:00 - 1:00  Lunch
1:00 - 2:00  Team Assessments & Analysis
2:00 - 4:00  Team Simulation
4:00 - 5:00  Team Assessments & Analysis
5:00 - 6:30  Dinner
6:30 - 8:00  Team Simulation

Day 2

8:30 - 9:30  Team Assessments & Analysis
9:30 - 12:00  Team Simulation
12:00 - 1:00  Lunch
1:00 - 2:00  Team Assessments & Analysis
2:00 - 4:00  Team Simulation
4:00 - 5:00  Group Debrief, Assessments, Analysis & Conclusions
5:00 - 6:30  Dinner
6:30 - 8:00  Team Simulation

“Seeing the immediate results of our strategy was a very good learning tool.”

2004 program participant

Program content is correct at time of printing, but subject to change.

Facilities

Lansing, Michigan

The James B. Henry Center for Executive Development is located at Michigan State University. The overall complex consists of the Henry Center, Candlewood Suites (an extended stay hotel), the University Club (a private dining and recreational club), a fitness center/spa, and an on-site 18 hole championship golf course. The Henry Center is a world-class executive education and corporate learning facility specifically designed to complement the learning objectives of this seminar.

Troy, Michigan

The Management Education Center is located in Troy in the heart of rapid business development and expansion. Since its original dedication, the Center’s mission has remained the same – to serve as a resource for the southeast Michigan business community. The Center provides a state-of-the-art and professional environment for meetings and training programs and was voted “Best Place for a Business Conference or Meeting” by the readers of Crain’s Detroit Business.

Advance Registration

Strategic Thinking: Developing a Senior Management Perspective

(Please select preferred date choice)

- April 26-27, 2005 (Troy: Management Education Center)
- June 22-23, 2005 (Troy: James B. Henry Center for Executive Development)

$1,895 full tuition—includes materials, on-site computer-based simulation, meals and certificate of completion (Greater Detroit area only – available upon request)

$1,595 early bird registration—available when registration and payment are received one month prior to program start date.

Payment Information:  • Check  • American Express  • Visa  • MasterCard  • Alternatively, please invoice my company

Please send this form with your check payable to Michigan State University or your credit card information to:

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www.bus.msu.edu/execed/programs.cfm

(Photocopy this form for multiple registrations)