

2008 | Executive Education Guide

knowledge *is your* edge

“The Wharton School has the brand recognition that anyone in the world understands. The quality of education you’ll get here and the quality of participants that are drawn here will give you a broad network and broader understanding of business in the global world.”

Phil McClusky

*Product Portfolio Director, Caterpillar, Inc.
Participant, Advanced Management Program*



As Wharton shapes business around the world in 2008, we're equally committed to helping you shape your career, your organization, and your industry.

We're here to partner with you in achieving your objectives.

Wharton faculty members act as trusted advisors to corporations and governments worldwide. They bring that same level of experience, ground-breaking research, and thought-leading insight to our Executive Education programs in 2008.

Each of our programs has been strategically designed to meet the career development needs of industry movers and shakers like you, who rely on us to take your leadership capabilities to the next level—and beyond.

At the heart of our programs is our goal to become your learning partner. In our sessions, we surround you with some of the brightest minds in business today. And since our participants come to us from nearly every corner of the globe, we offer you the opportunity to view the challenges of business through multiple lenses. You will leave here with an expanded vision and entirely new perspectives through which to understand and tackle challenges back on the job.

The opportunity to send managers and executives to our programs allows organizations to make a powerful statement about their willingness to build talent from within—and how much they care about their executives. Companies that reward their managers and senior leaders with executive education at Wharton are helping them to forge deeper connections with their company. When you translate turnover into dollars, it simply makes good business sense to make this kind of investment in talent development.

We look forward to partnering in 2008 with companies around the world that are committed to investing in their next generation of leadership—and with you, the executives who come to us for a truly transformative experience here at Wharton.

Best regards,

Thomas J. Colligan

*Vice Dean, Aresty Institute of Executive Education
The Wharton School
University of Pennsylvania*



Wharton: Delivering Impact Through Educational Partnerships

Executive education at Wharton brings together worlds of influence in a partnership of learning. As the most cited, most published faculty of all top-tier business schools, the Wharton faculty has a profound influence upon global business. They are the sought-after, trusted advisors of businesses and governments worldwide. And the executives who attend our programs are not only key influencers at organizations around the world, but also in our programs, where they have significant impact on one another.

In this partnership of learning, the best and the brightest business minds today tackle real-world issues in a highly collaborative environment. Participants who come to our executive education programs from a diverse range of industries engage with faculty members who have broad industry expertise. It is a partnership of many perspectives, informed by often groundbreaking academic research and practical on-the-job experience. Our programs range from a few days to months or longer, but the partnerships we build span many years.

MULTIPLE EDUCATIONAL APPROACHES DELIVER IMMEDIATE AND LASTING IMPACT

Whether you choose from our portfolio of open-enrollment programs or partner with us to build a custom program tailored to the specific needs and goals of your business, our programs will have an immediate and lasting impact upon your career and organization. Each program offers a supportive and challenging context in which you can experience new ideas, develop new strategies, and learn the critical skills necessary for moving to the next level of executive development. The delivery of our programs is guided by our primary purpose at Wharton Executive Education—to provide impact through education and enduring value for you and your organization.

Based upon their knowledge of real-world business issues, our faculty delivers engaging program content in an intense, experiential format that uses multiple methodologies, including:

- Action learning
- Interactive lectures
- Case studies
- Field learning experiences
- Peer-to-peer insight
- Information sharing
- Applied learning



GROUNDING THEORY IN REAL-WORLD ISSUES

What you learn in our programs is backed by solid research, rigorously analyzed, and then adapted to your specific on-the-job issues and challenges. Theory is grounded in the realities of the marketplace at Wharton Executive Education, and brought to life in our program sessions through action learning experiences, discussions of current events, and guest speakers who are leaders in their fields.

REINFORCEMENT FOR MAXIMUM IMPACT

The impact of Wharton Executive Education extends well beyond your time on campus. Through our Learning Continuum, program participants first prepare for their Wharton experience by identifying the goals they want to achieve, and later refine them in light of their classroom experience. Once participants return to work, Wharton technology platforms provide further support. Virtual classrooms reinforce the learning, and electronic tracking monitors action plan implementation and allows executives to note any barriers they encounter—valuable information for organizations that can then address these barriers and help executives to overcome them.

RESOURCES FOR YOU AND YOUR ORGANIZATION

In addition to the transformative impact of our programs, a wealth of Wharton resources attracts more than 10,000 executives to our programs each year on our campus in Philadelphia; at Wharton West in San Francisco; in Fontainebleau, France or in Singapore, through our relationship with INSEAD; and at various locations worldwide, or onsite at companies around the world. As a member of the Wharton community, you will benefit from Wharton's comprehensive resources, including:

- The largest, most frequently cited and published business school faculty in the world.
- *Knowledge@Wharton*—read by more than a million subscribers worldwide.
- Eleven academic departments.
- Twenty-four research centers and initiatives.

INDIVIDUALIZED PROGRAMS FOR ORGANIZATIONS

While our portfolio of open-enrollment programs addresses the needs of executives from a wide range of industries, our custom programs are tailored exclusively around the unique needs of individual organizations.

From financial services and aerospace to consumer products and health care, global organizations from a broad range of industries partner with us to define their needs and develop in-depth immediate and long-term solutions with lasting impact. Our world-class faculty members are global thought leaders across multiple industries. They write the books that help to shape the course of economies worldwide. Our program directors are themselves veterans from a wide range of industries. Together, they work closely with you to:

- Identify your organization's specific needs and most important goals.
- Revisit your strategic vision in light of cutting-edge research.
- Tackle the issues identified as your most important challenges and objectives.
- Translate what your executives have learned at Wharton into action when they are back on the job.



Open-Enrollment Portfolio of Programs

BUILD YOUR COMPETITIVE EDGE IN WHARTON OPEN-ENROLLMENT PROGRAMS

In today's intensely competitive markets, knowledge is your edge. Where and how you acquire that knowledge is vital to determining your success. Wharton is your learning partner, with world-class open-enrollment programs that deliver critical impact at key turning points in your career.

BROADEN BUSINESS KNOWLEDGE AND NETWORKS

While executives come to Wharton from a wide variety of industries, they share many of the same challenges. In this dynamic learning environment, participants build a solid peer network while broadening their business knowledge and learning to more effectively address and solve the issues they face on the job.

Led by Wharton's renowned faculty, our open-enrollment programs are designed to help participants:

- Build core competencies and acquire new skills.
- Prepare for a new role in their organizations.
- Refine their ability to think and act strategically.
- Develop valuable manager- to C-suite-level peer networks among participants from around the globe.
- Plan for succession in departments, across business units, and in the C-suite.

WHARTON'S COMPREHENSIVE RANGE OF RESOURCES

Wharton's vast array of educational resources is at your fingertips from the moment you enroll in one of our programs to follow-up when you are back on the job. Targeted pre-program preparation ensures that you are ready for the intense and highly engaging learning experience awaiting you on campus. Enrollment in our programs gives you access to the world's largest business school faculty with more than 200 leading experts. And our electronic resources offer a variety of follow-up tools—from virtual classrooms to e-mail action-plan reminders that can help you chart your progress once you are back at work.

In this context of unrivaled business expertise, Wharton's faculty delivers a broad range of open-enrollment programs designed to build expertise in key business disciplines:

- Senior Management
- Finance
- Leadership
- Marketing
- Strategy and Management
- Innovation

IMPACT AT THE ORGANIZATIONAL LEVEL

In addition to developing the skills and capabilities of individuals, Wharton Executive Education also works closely with organizations and industry associations to meet their specific needs, whether in building competencies and collaboration across units or throughout the organization, or in succession planning for their C-suite.

PROGRAMS FOR COHORTS

Wharton offers the opportunity for organizations to send a cohort of four or more participants to attend the same program. This approach delivers significant benefits, including:

- Three additional hours of out-of-class time with faculty members who are matched to your company's specific needs, at no added cost. Participants can use the free consulting time to customize their Wharton experience either during or after the program.
- In lieu of the free consultation time, a team of four or more participants can opt for a 10 percent tuition benefit on each enrollment. See page 51 for more information.

BUILDING COMPETENCIES ACROSS THE COMPANY AND AROUND THE GLOBE

Companies can achieve maximum impact by sending cohorts of four or more to a Wharton Executive Education program:

- A global manufacturing firm consistently sends groups of high-potential managers to *Essentials of Management*. The company now has a robust talent pool of leaders for succession planning.
- A telecommunications company enrolls five senior sales managers in *Leading the Effective Sales Force*. They now have greater consistency and cooperation across the team.
- Companies frequently send cross-functional teams of marketing and finance executives to *Marketing Metrics: Linking Marketing to Financial Consequences*. This program allows them to improve working relationships and to better communicate between the functions.

Certificate of Professional Development

SHOWCASE YOUR COMPETITIVE ADVANTAGE WITH A WHARTON CERTIFICATE OF PROFESSIONAL DEVELOPMENT (CPD)

Every product needs something that will make it stand apart from the competition, and the same is true for you—you are your own brand. A Wharton CPD formally recognizes your commitment to professional development. Add this distinguished Wharton certificate to your credentials upon the completion of four open-enrollment programs.*

Why a CPD?

BENEFITS TO THE INDIVIDUAL

- **Recognition**—A CPD is professional recognition of your educational accomplishments and commitment to continuous learning.
- **Flexibility**—Participants have a choice of programs in several locations: the Wharton campus in Philadelphia, Wharton West in San Francisco, and around the world through our strategic alliances.
- **Diversity**—Interaction with peers from different companies will expand your network and broaden your perspective.
- **Impact**—Participants gain both immediate and long-term benefits, on the job and throughout their careers.

BENEFITS TO THE COMPANY

- **Efficiency**—A selection of short, focused programs gives employers an efficient approach to staff development.
- **Organizational Competence**—Sending employees to a series of programs helps build specific knowledge and competencies within the organization.
- **Best Practices**—Participants acquire tools and best practices from leading faculty and their peers to improve company strategy and performance.
- **Application**—Through hands-on learning, participants directly apply knowledge to create real-time solutions, returning to the office with strategies to implement.

To give you an idea of what other participants have taken, sample curricula include:

CPD IN FOUNDATIONS OF BUSINESS

- *Essentials of Management*
- *Finance and Accounting for the Non-Financial Manager*
- *Executive Negotiation Workshop: Bargaining for Advantage®*
- *Leading and Managing People or Building Relationships That Work*

CPD IN MARKETING STRATEGY

- *Competitive Marketing Strategy*
- *Marketing Metrics: Linking Marketing to Financial Consequences*
- *Pricing Strategies: Measuring, Capturing, and Retaining Value*
- *Strategic Thinking and Management for Competitive Advantage*

CPD IN STRATEGY

- *Strategic Thinking and Management for Competitive Advantage*
- *Implementing Strategy: Leading Effective Execution*
- *Mergers and Acquisitions*
- *Competitive Marketing Strategy*



*Open-enrollment programs must be at least three days in length. Most custom programs are eligible. Participants typically complete four programs in four to six years. Please contact us for more information.

DATES, TUITION, AND LOCATION

Jun. 1–Jul. 4, 2008 ■ \$45,950
Philadelphia, PA

Sep. 21–Oct. 24, 2008 ■ \$50,000
Philadelphia, PA

May 31–Jul. 3, 2009 ■ \$50,000
Philadelphia, PA

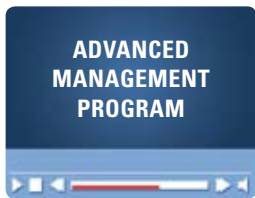
(includes lodging and most meals)

FOR INFORMATION AND APPLICATION

AMP requires separate application materials not included in this catalog. Class size is limited.

APPLY ONLINE OR CONTACT

Ms. Robin Salaman
Associate Director
+1.215.898.1179 (phone)
+1.215.386.4304 (fax)
salamanr@wharton.upenn.edu



Visit our website to watch the video.

Advanced Management Program

PROGRAM OVERVIEW

Every organization needs leadership, but visionary leadership is in short supply. If you are ready to strengthen your strategic prowess and acquire a multidimensional context from which to engage challenges and opportunities, you are ready for Wharton's *Advanced Management Program*.

This senior management program prepares you for the challenges of a changing world. With the increasing complexity and pressure of business today, the space between a customer and a choice, a deal and a disaster, an idea and an invention, has been reduced to the width of a light beam. Technology, globalization, and constant organizational transformation have made the job of leading a business more exciting, yet more complex and demanding. Despite the distraction of the details, you must maintain a critical focus and open mind to have a clear vision of the ever-widening, ever-changing big picture.

IMPACT

The benefits of the Wharton *Advanced Management Program* will continue to add value throughout your professional and personal life. Past participants of the Wharton AMP continually tell us about the distinct and unique skills, discoveries, and knowledge that have influenced their lives since the program. They tell us it is an experience without equal, and one that continues to affect them deeply, with a multitude of benefits.

- **A concentrated program:** At five weeks, Wharton's AMP is dense with content. Through a rigorous program design, based on executive feedback, the program packs the most learning and development into the tightest time period, making the best use of your valuable time.
- **A network of peers:** Participants form a close international community from diverse industries, offering broad perspectives and a network of peers throughout your career. In addition to AMP classmates, graduates join more than 82,000 Wharton alumni throughout the world.
- **Multiple teaching methods:** Recognizing that executives learn in different ways, Wharton uses multiple approaches—from team projects to cases to experiential learning to simulations—designed to engage participants in active learning.
- **A dynamic campus experience:** The AMP is held in the state-of-the-art Steinberg Conference Center on the University of Pennsylvania's dynamic campus and surrounded by the culture, history, and vitality of Philadelphia—the birthplace of the United States. The fee includes a private guestroom and bath, exclusive dining, all program materials, and use of a networked, Pentium-class PC.
- **Outstanding faculty:** The Wharton AMP faculty comprises authors and leading thinkers in many fields, as well as consistently strong teachers. They are supplemented by experienced leaders and experts from diverse disciplines.

PARTICIPANT PROFILE

- Wharton's *AMP* is designed for senior line or functional executives who are in, or directly support, the office of the chief executive.
- More than 75 percent of all participants are from outside the U.S., and the average age is 46. A typical participant has between 17 and 25 years of experience.
- All candidates must be nominated by the chief executive officer, division president, or senior corporate HR officer. All nominators must provide a candid evaluation of the candidate's capabilities, professional potential, and planned career track.
- All candidates must convey a genuine understanding of their developmental needs and the ways in which the program meets those needs.
- It is imperative that all candidates be able to understand written and spoken English, and to participate actively in discussions in the English language. A TOEIC score of at least 800 is required. If needed, a customized pre-program English tutorial is available upon request, offered by the University of Pennsylvania's English Language Program. Details can be found at <http://www.sas.upenn.edu/elp/>.
- Candidates are notified of the admissions decision within three weeks of submitting a completed application.

FACULTY

Wharton's *AMP* has the largest faculty of any program of its kind. They are experts in a wide range of fields. Below is a partial list of participating Wharton faculty:

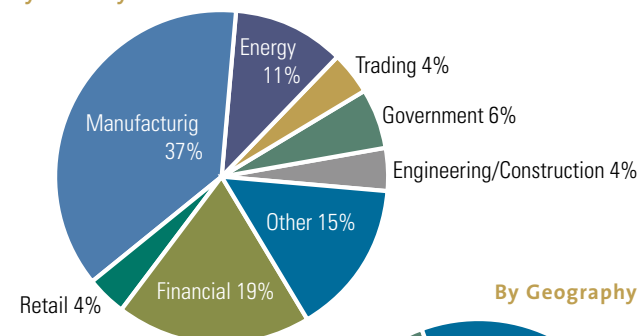
- | | |
|----------------------|-------------------------|
| ■ Peter Cappelli | ■ John R. Percival |
| ■ George S. Day | ■ Paul J. H. Schoemaker |
| ■ Thomas Donaldson | ■ G. Richard Shell |
| ■ Thomas P. Gerrity | ■ Jeremy J. Siegel |
| ■ Ian C. MacMillan | ■ Harbir Singh |
| ■ Richard C. Marston | ■ Michael Useem |

RECENT PARTICIPATING ORGANIZATIONS

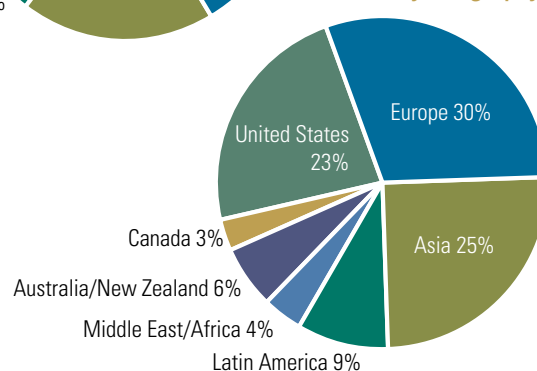
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|-------------------------------|-----------------------------|
| ■ ABN AMRO Bank | ■ Northrop Grumman |
| ■ Alfa Laval | ■ PETROBRAS |
| ■ Avon Products | ■ PETRONAS |
| ■ BUPA | ■ Repsol YPF |
| ■ The Boeing Company | ■ Royal Dutch Shell |
| ■ Cushman & Wakefield | ■ Royal Philips Electronics |
| ■ Diamond Bank, Ltd. | ■ Saudi Aramco |
| ■ HSBC | ■ Siam Cement Company |
| ■ Hewlett-Packard Company | ■ Teijin, Ltd. |
| ■ Hyundai Securities | ■ Transfield Services |
| ■ Komatsu, Ltd. | ■ UBS AG |
| ■ Mahindra & Mahindra | ■ Wal-Mart Brasil |
| ■ Mitsui & Co., Ltd. | |
| ■ Nippon Boehringer Ingelheim | |

PARTICIPANT DEMOGRAPHICS

By Industry



By Geography



TUITION

\$23,850

*(includes lodging and all meals)***DATES AND LOCATION**Feb. 10–22, 2008
Philadelphia, PAMay 4–16, 2008
Philadelphia, PASep. 7–19, 2008
Philadelphia, PA**FOR INFORMATION
AND APPLICATION**Ms. Antoinette Simon
Associate Director
+1.215.898.7988 (phone)
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simonan@wharton.upenn.edu

Executive Development Program

PROGRAM OVERVIEW

Wharton's two-week *Executive Development Program (EDP)* gives managers the core business knowledge and organizational understanding to take on broader leadership responsibilities and add more value to their organizations. The program is delivered by a diverse and talented team of top faculty in management, finance, operations, marketing, and other disciplines who are able to bridge theory and practice. Executives gain an appreciation of organizational dynamics, effective communication strategies, and leadership. A hands-on strategy simulation provides a learning lab that illustrates the complexities and relationships among functional disciplines. In this simulation, participants manage a company in a virtual competitive environment. Participants face realistic customers, markets, competitors, opportunities, and obstacles, within a nonjudgmental environment. The simulation offers a capstone learning experience that requires participants to integrate their professional skills, knowledge, and experience.

IMPACT

Improve the capacity for strategic decision making to think faster and more creatively. You will:

- Build capabilities for leading teams across functions and countries.
- Develop knowledge in core areas of business, including finance, marketing, management, and strategy, based on current research and best practices.

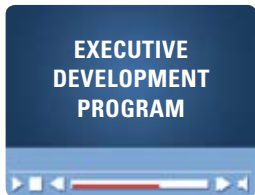
PARTICIPANT PROFILE

EDP is designed for functional, country, or unit managers preparing to take on broader responsibilities that require leading outside their areas of education or experience. Participants in *EDP* represent many cultures, regions, and industries, including managers in general management, marketing and sales, operations, and technology. Industries represented include pharmaceuticals, financial services, and technology companies. More than half of the participants are from outside the United States.

ACADEMIC DIRECTOR**Peter S. Fader, PhD**

*Frances and Pei-Yuan Chia Professor,
Professor of Marketing*

Professor Fader's expertise centers around the analysis of behavioral data to understand and forecast customer shopping/purchasing activities. He works with a wide range of data sources from industries such as consumer packaged goods, e-commerce, and music (online and offline). His research focuses on using data generated by such new technologies as retail scanners to understand customer preferences and to help companies fine tune their marketing strategies. His work has been published in (and he serves on the editorial boards of) a number of leading journals in marketing, statistics, and the management sciences.



Visit our website to
watch the video.

The CFO: Becoming a Strategic Partner

PROGRAM OVERVIEW

Financial rigor and strategic insight need to be tightly linked. Senior financial executives play a key role in strategy development and implementation, working closely with the CEO and other functional heads to creatively design growth opportunities for the future. As CFO, you must identify and assess profitable business ventures, lead mergers and acquisitions, establish alliances, and shape internal growth strategies. You need to gain a deeper understanding of the other key functions that drive business decisions, such as marketing, technology, and human resources. You must be an effective integrator of internal and external knowledge and learn techniques for communicating your vision to other leaders.

An interdisciplinary team of Wharton faculty members uses lectures and cases to demonstrate frameworks for strategic decision making. Small teams work with faculty to learn and apply a scenario-based strategic planning process that identifies the trends and key capabilities needed to develop flexible strategies.

IMPACT

- Heighten your company's competitiveness by combining financial discipline with strategic insight.
- Develop effective strategies for building value and managing risk in an uncertain environment.
- Learn to evaluate the financial impact of marketing and technology expenditures.
- Develop a measurement-based approach for allocating resources.
- Acquire techniques for evaluating growth opportunities and the risks associated with them.
- Evaluate the role intangible assets play in formulating strategy.
- Network with financial leaders in other industries.

PARTICIPANT PROFILE

This program is designed for CFOs and other senior financial executives who are responsible for developing and driving organizational strategy.

ACADEMIC DIRECTORS



John R. Percival, PhD

Adjunct Professor of Finance

John Percival is active in the development and teaching of executive education programs, having created executive programs for companies such as GE Capital, Pitney Bowes, and IBM. He has acted as a financial consultant to organizations in both the public and private sectors, including the Commonwealth of Pennsylvania, AT&T, and Ford. His articles have appeared in such publications as the *Journal of Financial and Quantitative Analysis*, the *Journal of Economics and Statistics*, and the *Journal of Risk and Insurance*.

TUITION

\$9,200

(includes lodging and all meals)

DATES AND LOCATION

Apr. 6–11, 2008
Philadelphia, PA

Nov. 2–7, 2008
Philadelphia, PA

FOR INFORMATION AND APPLICATION

1.800.255.3932 (U.S./Canada)

+1.215.898.1776 (worldwide)

+1.215.898.2064 (fax)

execed@wharton.upenn.edu

THE CFO: BECOMING A
STRATEGIC PARTNER



Visit our website to
watch the video.

PROGRAM FEES

\$20,000 per course block
(includes lodging and all meals)

There is an additional fee of \$4,000 if a student pursues the master's degree.

Please note that tuition and fees are subject to the approval of the Trustees of the University of Pennsylvania.

DATES AND LOCATION**Course Block 1:**

Organizational Leadership

Week 1 ■ Sep. 7–12, 2008

Week 2 ■ Nov. 30–Dec. 5, 2008

Course Block 2:

Workplace Learning and

Performance Leadership

Week 1 ■ Jan. 18–22, 2009

Week 2 ■ Mar. 29–Apr. 3, 2009

Course Block 3:

Business Acumen

Week 1 ■ May 17–22, 2009

Week 2 ■ Aug. 9–14, 2009

Course Block 4:

Evidence-Based Decision Making

Week 1 ■ Jan. 20–25, 2008

Week 2 ■ Apr. 13–18, 2008

Course Block 5:

Technology

Week 1 ■ May 18–23, 2008

Week 2 ■ Aug. 3–8, 2008

Courses will be offered on the campus of the University of Pennsylvania

FOR INFORMATION AND APPLICATION

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Associate Director
+1.215.573.5434 (phone)
+1.215.386-4304 (fax)
fiala@wharton.upenn.edu

NEW!

Executive Program in Work-Based Learning Leadership

The first-of-its-kind program from a premier university for the Chief Learning Officer (CLO) and other learning leaders.

PROGRAM OVERVIEW

With the average Fortune 1000 company spending 2.5 percent of its operating budget on education, the CLO plays a vital role in ensuring the organization's overall success. As the chief learning officer, vice president of human resources, or training director, your mandate is to make certain that the members of your organization are prepared to meet the challenges of an increasingly demanding global marketplace.

The *Executive Program in Work-Based Learning Leadership*, offered with the University of Pennsylvania's Graduate School of Education, provides you with the strategic skills and practical experiences necessary to promote a culture of learning and ensure growth, innovation, and increased productivity throughout your organization. Led by Wharton's distinguished faculty, this program blends learning approaches that include onsite classes, virtual sessions, and application work.

Collaborative in nature, the program builds upon a network of powerful peer support that provides members with information, advice, and feedback. The relationships that evolve from membership in this program can become an invaluable part of the student's professional network.

AN EXECUTIVE PROGRAM

The program is executive in nature—not a traditional, site-based, full-time program—allowing students to continue working while they study. Using a blend of onsite classes and distance learning, the program offers the rigor of an Ivy League institution and the flexibility of an executive format. There are five course blocks, each of which includes two weeklong sessions on campus, plus the Dissertation, which comprises the sixth block for EdD candidates. Each course block is worth 3.0 course units (approximately three credits per course unit), which can be applied, if the student decides, toward a degree. They are:

- Organizational Leadership: The CLO as Strategic Leader
- Workplace Learning and Performance Leadership
- Business Acumen: The CLO as Business Advisor
- Evidence-Based Decision Making: The CLO as Business Analyst
- Using Technology to Support and Enhance Workplace Learning: The CLO as Knowledge Manager
- The Dissertation (for EdD candidates)

Successful completion of each course block earns a graduate-level certificate from Wharton. Students may apply for admission to these programs to concentrate on specific areas of study, rather than pursue a degree. These course blocks are designed to stand alone and can be taken in any order. They can also be combined into a degree program.

MASTER'S PROGRAM

Candidates for a master's degree must complete the first three course blocks successfully and write a master's thesis, which should be finished halfway through the third course block. The master's degree is awarded through the Graduate School of Education.

DOCTORAL PROGRAM

After successfully completing the master's thesis, students self-select to apply to the doctoral program. The determination of doctoral candidacy is based on the student's performance in the program rather than standardized test scores. Successful candidates will receive an EdD from the Graduate School of Education.

Wharton Fellows

A lifelong network of top business leaders from across the globe.

PROGRAM OVERVIEW

In 2000, Wharton defined a new category of executive education by introducing a program that remains unrivaled. It couples the best of action learning in the classroom with onsite visits to organizations cited for best practices and thought leadership in their fields, as well as “virtual” classroom experiences shared electronically. Fellows travel to various international destinations for two and a half days of intense experiential learning in a unique “Master Class” format. Session topics, which focus on emerging issues that will affect the future business environment, are determined by the Fellows Community itself. During onsite visits, Fellows meet with host organizations’ senior executives to discuss their management issues in real-time “living case studies.” Each senior leadership team presents its strategy, shares its current challenges, and receives ideas and suggestions from the Fellows.

Wharton faculty and staff, industry and market experts, and rotating members of the Fellows Community co-develop each program to ensure content relevance. Throughout the *Fellows Program*, we provide quality time for peer-to-peer learning and networking.

IMPACT

- *Fellows* offers powerful learning experiences that address a wide range of topics. Leading minds in business, industry, and government equip you with creative approaches to solving existing and future challenges.
- Master classes are action-oriented to enable the immediate application of critical knowledge and testing of new concepts and ideas when Fellows return to the workplace.

RECENT PARTICIPATING ORGANIZATIONS

- 3M Company
- Allianz SE
- Bank of America
- Booz Allen Hamilton
- BRE Bank SA
- Bristol-Myers Squibb Company
- Chinatrust Financial Holding Co., Ltd.
- Cisco Systems, Inc.
- Citigroup, Inc.
- The Coca-Cola Company
- Cushman & Wakefield
- Ford Motor Company
- General Electric Company
- Hewlett-Packard Company
- IBM
- Microsoft Corporation
- Royal Dutch Shell
- Samsung Electronics Co., Ltd.
- UBS AG
- Zurich Financial Services

ACADEMIC DIRECTOR



Jerry Wind, PhD

*The Lauder Professor, Professor of Marketing
Director, SEI Center for Advanced Studies in Management*

Yoram (Jerry) Wind joined the Wharton faculty in 1967, after receiving his doctorate from Stanford University. Since 1988, he has served as the founding director of the Wharton “think tank”—the SEI Center for Advanced Studies in Management—and is currently leading the development of the X-Functional Integration initiatives of the School. He is also the founder and academic director of the *Wharton Fellows* program and the initiator and founding editor of Wharton School Publishing, the joint venture of Wharton and Pearson/Financial Times. Dr. Wind has consulted and conducted research for more than 100 companies. His most recent books—*The Power of Impossible Thinking*, with Colin Crook; *Driving Change*, with Jeremy Main; and *Convergence Marketing*, with Vijay Mahajan—have received wide acclaim.

TUITION

Annual Membership Dues
\$1,200 (includes eRoom Access and Virtual Classroom Sessions)

Master Class Tuition
\$5,500–9,500 (varies by site location and program speakers)

DATES AND LOCATIONS

Virtual Classroom

Open Innovation with Bradley Horowitz, Vice President–Yahoo!, Advanced Development Division
Feb. 1, 2008

Virtual Classroom

Topic TBA
Apr. 4, 2008

Master Class

Innovation and Creativity
May 4–6, 2008
Philadelphia

Virtual Classroom

Topic TBA
Jun. 6, 2008

Virtual Classroom

Topic TBA
Aug. 1, 2008

Master Class

Islam and the West
Sep. 21–23, 2008
Dubai, United Emirates

Virtual Classroom

Topic TBA
Oct. 3, 2008

Virtual Classroom

Topic TBA
Dec. 5, 2008

FOR INFORMATION AND APPLICATION

1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
+1.215.898.2064 (fax)
execed@wharton.upenn.edu
www.whartonfellows.com

TUITION

Three-day Standard: \$7,000
 One-day Option: \$1,000
(includes lodging and all meals)

DATES AND LOCATION

Mar. 17–19, 2008
 Optional Day: Mar. 16, 2008
 Philadelphia, PA

Oct. 27–29, 2008
 Optional Day: Oct. 26, 2008
 Philadelphia, PA

APPLY ONLINE OR CONTACT

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 Associate Director
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 simonan@wharton.upenn.edu
 www.WhartonCorporate
 Governance.com

Corporate Governance Essentials for New Directors

A Wharton/Spencer Stuart program

PROGRAM OVERVIEW

Corporate Governance Essentials for New Directors is a unique program that addresses the leadership and effectiveness of newly appointed board members. Developed jointly by Wharton and Spencer Stuart, one of the world's leading executive search consulting firms, the program is positioned to be the exclusive entry point into the highly complex and regulated world of corporate governance.

This program is designed to help you navigate the new terrain and gain the trust of your fellow directors right from the start. The in-depth information presented in the program ensures that you are getting an all-inclusive educational experience—including everything from basic financial analysis to the most sophisticated relationship-building skills—that can help you make immediate and positive contributions to the board.

Corporate Governance Essentials offers an unparalleled wealth of experience and guidance, with a curriculum designed by some of the world's top business minds to help you formulate a best-practice framework in your new board positions. An optional full-day session at the beginning of the program provides a foundation in finance and accounting for those who would like a refresher from the board perspective.

IMPACT

- Understand the essentials of financial disclosure, succession planning, compensation, and litigation.
- Understand and benchmark against best practices in corporate governance.
- Reconsider your company's corporate governance principles proactively.

PARTICIPANT PROFILE

Corporate Governance Essentials is specifically designed for those who are about to become members of the board of a publicly held company, as well as those who have been board members for two years or less. More experienced directors will also benefit, as will board members of companies that aspire to become public in the near future.

ACADEMIC DIRECTOR**Thomas P. Gerrity, PhD**

*Joseph J. Aresty Professor,
 Professor of Management*

Thomas P. Gerrity's research and teaching interests are in leadership and strategic change management. He served as the 11th dean of the Wharton School, 1990–1999, leading Wharton through a period of highly recognized innovation and advancement. Prior to coming to Wharton, Dr. Gerrity was the founder and the CEO for 20 years of the Index Group, one of the world's leading consulting firms in business reengineering and information technology strategy. He was also the president of CSC Consulting, the commercial professional services division of Computer Sciences Corporation and the parent of CSC Index. He currently serves on the boards of several corporations and not-for-profit organizations.

Governing the Corporation: Enhancing the Effectiveness of the Board

A Wharton/Egon Zehnder International program

PROGRAM OVERVIEW

Corporate governance issues have generated intense debate and discussion worldwide. As India takes rapid strides toward becoming an economic “superpower,” one of the most important elements for success among Indian businesses is corporate governance. Indian boards aim to benchmark their corporate governance practices against those of the world’s best organizations.

The Wharton School, a global leader in executive education, and Egon Zehnder International, a firm specializing in board consulting and building leadership teams, have joined forces with eminent business leaders from corporate India for the third year in a row to offer *Governing the Corporation: Enhancing the Effectiveness of the Board*.

This program offers strategic insights into the dynamics of the boardroom. Sessions discussing mergers, acquisitions, alliances, and a boardroom simulation will prepare you for the current business climate in India—and for trends that will continue to affect the foreseeable future.

IMPACT

- Understand and benchmark against global best practices in corporate governance.
- Evaluate the role of the board in strategy development, valuation, compliance, and evolution.
- Understand the essential questions that independent board directors need to ask management and outside experts regarding financing, disclosure, governance, succession planning, compensation, and litigation.
- Develop strategic frameworks that enable boards to navigate through complex business environments.
- Learn about the ethical, fiduciary, legal, and social responsibilities of an independent director, the meaning of “independence,” and the role of the audit committee.
- Develop strategies for succession.

PARTICIPANT PROFILE

The program is designed for Indian corporate board members of SEBI-listed firms as well as private companies and entrepreneurial firms that should adopt global standards of corporate governance. In addition, senior executives likely to assume corporate board positions in the near future would benefit greatly from this program.

ACADEMIC DIRECTOR



Harbir Singh, PhD

*The Mack Professor,
Professor of Management
Co-Director, Mack Center for
Technological Innovation*

Harbir Singh is a leading researcher on strategic alliances and strategies for corporate renewal, including ground-breaking projects on managing acquisitions and alliances and post-acquisition management. He has consulted for companies such as Bell Atlantic, IBM, Merck, and AT&T. His current research includes strategies for corporate alliances and acquisitions, corporate governance, joint ventures, management buyouts, and corporate restructuring. He serves on the editorial boards of several prestigious publications and has extensive experience in working with senior executive audiences in the U.S. and India.

TUITION

\$5,300*

(includes lodging and all meals)

DATE AND LOCATION

Reception: Mar. 13, 2008

Mar. 14–15, 2008

Mumbai, India

FOR INFORMATION

Ms. Sandhya Karpe
Senior Director, Executive
Programs
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karpe@wharton.upenn.edu

Govind Iyer
Managing Partner
Egon Zehnder International
Mumbai, India
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+91.22.2284.6765/69

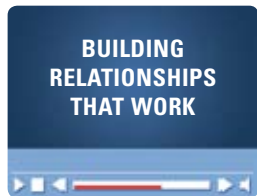
FOR APPLICATION

+1.215.898.1776 (worldwide)

+1.215.898.2064 (fax)

execed@wharton.upenn.edu

*Enrollment is limited.

TUITION**\$6,650***(includes lodging and all meals)***DATES AND LOCATION**May 19–22, 2008
Philadelphia, PANov. 10–13, 2008
Philadelphia, PA**FOR INFORMATION
AND APPLICATION**1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
+1.215.898.2064 (fax)
execed@wharton.upenn.eduVisit our website to
watch the video.

Building Relationships That Work

PROGRAM OVERVIEW

This interactive workshop helps you revitalize the relationships that determine the quality and profitability of your business. It goes beyond strategies for influencing the behavior of others to provide a process for creating clear communications, effective collaboration, and relationships that achieve results.

Interactive exercises and short lectures will introduce you to a series of frameworks for building new relationships and improving existing ones. As you focus on the three cornerstones of successful relationships—knowing yourself, understanding others, and developing trust and credibility—you will develop better listening and questioning skills. You will work on one of your current relationship challenges through applied practice, small group work, and reflective sessions, and receive individualized feedback on your approach from faculty and peers. You will leave with a solid understanding of how to transform ineffective patterns, resolve difficult issues, and build highly collaborative relationships throughout your career.

This program is complementary to *Leading and Managing People*, page 17.

IMPACT

Learn how to convert business relationships into a network that works for you. Discover how your preferred thinking style affects your interactions with others and how tools such as effective listening will enable you to make and maintain solid business relations. You will:

- Revitalize key relationships with colleagues, clients, and suppliers.
- Develop skills for building ongoing relationships across disciplines and cultures.
- Learn to reframe situations for innovative solutions.

PARTICIPANT PROFILE

This program is designed for managers who want to build more effective relationships as well as those facing challenges such as mergers and acquisitions or a move into a new market. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTORS

**Charles E. Dwyer, PhD**

Associate Professor, Educational Leadership Division, Graduate School of Education

Charles Dwyer, author of *Managing People* and *Achieving Power and Influence in Organizations*, has more than 35 years of experience in corporate and organizational consulting and executive development for clients, including IBM, PepsiCo, Verizon, Merrill Lynch, Intel, Allstate, and Shell, among many others. He has been recognized as an outstanding teacher and lecturer.

**Janet Greco, PhD**

*Lecturer, Master of Science Program in Organizational Dynamics, Graduate School of Arts and Sciences
Co-President, Transition One Associates*

As co-president of Transition One Associates, Janet Greco's clients include GMAC, Rohm and Haas, Merck, and the Pew Charitable Trusts, among others. Dr. Greco also teaches in *Leading and Managing People* and in the *Organizational Dynamics* master's program, and her research has been published in the *Journal of Organizational Change Management*.

Critical Thinking: Real-World, Real-Time Decisions

PROGRAM OVERVIEW

Making decisions in an atmosphere of increasing time pressure, uncertainty, and conflicting opinions creates challenges for any manager. Making such leadership decisions in crisis situations is even more demanding. *Critical Thinking* focuses on reframing issues so that the right problems are addressed, distinguishing systematic patterns from random events, and identifying acceptable risks in alternative decisions.

This program shows how to make better decisions within group or department settings, recognizing the more network-oriented and decentralized organizational structures of today's companies. Using models that are constantly updated, you will work on your own real-world problems and return to your company with solutions you can use immediately.

IMPACT

Acquire a variety of strategies for framing problems, and learn when to apply them. Sessions on decision making and scenario planning will help you recognize when you have enough information, when you have the right information, and when you need to do more research. You will:

- Learn to accurately assess the degree of uncertainty and risk in individual problems.
- Ensure that you address the right issues and involve the right people in the right way.
- Create environments that foster feedback and learning.

PARTICIPANT PROFILE

This program is designed for executives at all levels with special attention given to helping group managers maximize decision making that affects whole departments. Previous participants have included corporate vice presidents, technical managers, market analysts, and sales managers from financial, telecommunications, pharmaceuticals, and health care companies. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTORS



John C. Hershey, PhD

*Daniel H. Silberberg Professor,
Professor of Operations and
Information Management*

Jack Hershey teaches courses in management science, operations management, service operations, behavioral decision research, and negotiations. Dr. Hershey has consulted for numerous public agencies and private firms, including the National Institutes of Health, the Secretary of Health and Human Services, Johnson & Johnson, GlaxoSmithKline, and Bristol-Myers Squibb.



Paul J. H. Schoemaker, PhD

*Adjunct Professor of Marketing
Research Director, Mack Center for
Technological Innovation*

Paul Schoemaker is the founder, chairman, and CEO of Decision Strategies International, a consulting and training company specializing in strategic planning, executive development, and multimedia software. He has worked with many organizations (including the BBC, Coca-Cola, and IBM) and given seminars on decision making and strategic thinking to executives around the world. He co-wrote *Winning Decisions* with J. Edward Russo (2001) and authored *Profiting from Uncertainty* (2002). He co-authored his latest book, *Peripheral Vision: Detecting the Weak Signals That Will Make or Break Your Company* (2006) with Wharton Professor George S. Day.

TUITION

\$6,950

(includes lodging and all meals)

DATES AND LOCATION

Apr. 7–9, 2008
Philadelphia, PA

Nov. 17–19, 2008
Philadelphia, PA

FOR INFORMATION AND APPLICATION

1.800.255.3932 (U.S./Canada)

+1.215.898.1776 (worldwide)

+1.215.898.2064 (fax)

execed@wharton.upenn.edu

**CRITICAL THINKING:
REAL-WORLD, REAL-
TIME DECISIONS**



Visit our website to
watch the video.

TUITION**\$9,200***(includes lodging and all meals)***DATES AND LOCATION**Mar. 2–7, 2008
Philadelphia, PAJul. 20–25, 2008
Philadelphia, PANov. 9–14, 2008
Philadelphia, PA**FOR INFORMATION
AND APPLICATION**1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
+1.215.898.2064 (fax)
execed@wharton.upenn.edu**EXECUTIVE
NEGOTIATION
WORKSHOP**Visit our website to
watch the video.

Executive Negotiation Workshop: Bargaining for Advantage®

PROGRAM OVERVIEW

Wharton's *Executive Negotiation Workshop: Bargaining for Advantage®* is in a class by itself. It helps you prepare and conduct real-world negotiations, from personal to professional, small to large, daily to extraordinary. Drawing on the latest research and best practices across industries, this workshop goes far beyond simplistic formulas like "win-win" and "win-lose." Instead, it provides practical and transformative techniques within a range of negotiation scenarios, including M&As, startups, turnarounds, inside-the-organization situations, and major sales or purchases.

We use a combination of group work and individually tailored sessions in which you receive personal feedback on your unique strengths and weaknesses. You will practice new negotiating skills with different partners in a wide variety of situations. Finally, using models that are constantly updated, you will work on your individual real-world problems, so you can return to your company with solutions to use immediately. As one participant, business broker H. L. Johnson, commented after taking the workshop, "The program paid for itself in spades when, halfway through the program, I resolved a problem regarding a pending acquisition that I'd been working on for six months."

IMPACT

Get the most out of your current negotiations while strengthening long-term relationships with partners. In sessions such as Leverage: What It Is and How To Use It, Using Third Parties Effectively, and The Importance of Relationships in Building Negotiations, you will:

- Increase your mastery of negotiations by learning and practicing a systematic approach to apply to any negotiation.
- Identify negotiation styles to forge better deals.
- Achieve a better outcome in future negotiations.

PARTICIPANT PROFILE

Managers who conduct negotiations both inside and outside the firm will benefit from this program. Because the focus is on identifying your own negotiating strategies, strengths, and weaknesses, managers with any level of negotiating experience can attend. Learn more about the benefits of sending cohorts on page 51.

Participants must be fluent in English. The University of Pennsylvania offers one- and two-week intensive English language courses to prepare you for a productive week at Wharton. Details can be found at <http://www.sas.upenn.edu/elp/>.

ACADEMIC DIRECTOR

**G. Richard Shell, JD**

Thomas Gerrity Professor, Professor of Legal Studies and Business Ethics and Management

In his award-winning book *Bargaining for Advantage:*

Negotiation Strategies for Reasonable People (1999), Richard Shell stresses that negotiations are less about tactics and more about the motivations and negotiating styles of the people at the table—including you. In contrast to negotiation programs that try to force people to apply a rigid set of steps for each negotiation, Shell looks at negotiating training from the inside out. The approach is focused on who you are.

Shell is an internationally recognized leader in negotiation strategy research and education. He has lectured on negotiation theory and practice at the World Negotiation Forum; the World Economic Forum in Davos, Switzerland; and the Harvard program on negotiation.

Shell is the co-academic director of Wharton's *Strategic Persuasion Workshop* executive program. His latest book, co-authored with Mario Moussa, is *The Art of Woo: Influence, Persuasion, and Negotiation at Work* (2007).

Leading and Managing People

PROGRAM OVERVIEW

Your success as a leader depends on having a clear leadership message and the ability to influence others. *Leading and Managing People* offers you an opportunity to step free of the blind spots that automatically arise in fast-paced, get-it-done work situations to reassess your leadership. You will gain a new understanding of how you affect your employees—positively and negatively—and practical tools and frameworks for leading them more effectively.

In this innovative three-day workshop, you will discover why people behave the way they do, how to create a positive impact on the performance of others, and how to successfully navigate organizational politics and challenging environments.

This course is complementary to *Building Relationships That Work*, page 14.

IMPACT

As you examine your own management objectives and leadership style, you will discover why some of your methods aren't working—and how you can build on your strengths. The focus is on results. You will apply the insights to one of your leadership challenges in class and design an action plan to resolve it. You will also create a roadmap for future success as you learn to:

- Communicate your leadership objectives with clarity and impact.
- Strengthen your power of influence, and test new approaches for motivating others.
- Use a “Self-Design” process to make lasting changes in your leadership style and behaviors.

PARTICIPANT PROFILE

Managers at all levels are welcome. Managers currently experiencing leadership difficulties or executives who want to reassess their style and mode of influencing others will benefit from the program's results-oriented structure. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTORS



Charles E. Dwyer, PhD

Associate Professor, Educational Leadership Division, Graduate School of Education

Charles Dwyer, author of *Managing People* and *Achieving Power and Influence in Organizations*, has more than 35 years of experience in corporate and organizational consulting and executive development for clients, including IBM, PepsiCo, Verizon, Merrill Lynch, Intel, Allstate, and Shell, among many others. He has been recognized as an outstanding teacher and lecturer.



Janet Greco, PhD

Lecturer, Master of Science Program in Organizational Dynamics, Graduate School of Arts and Sciences
Co-President, Transition One Associates

As co-president of Transition One Associates, Janet Greco's clients include GMAC, Rohm and Haas, Merck, and the Pew Charitable Trusts, among others. Dr. Greco also teaches in *Building Relationships That Work* and in the *Organizational Dynamics* master's program, and her research has been published in the *Journal of Organizational Change Management*.

TUITION

\$6,950

(includes lodging and all meals)

DATES AND LOCATION

Mar. 17–20, 2008
Philadelphia, PA

May 27–30, 2008
Philadelphia, PA

Sep. 15–18, 2008
Philadelphia, PA

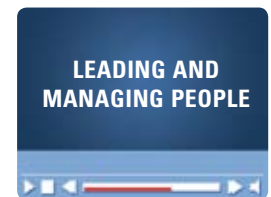
FOR INFORMATION AND APPLICATION

1.800.255.3932 (U.S./Canada)

+1.215.898.1776 (worldwide)

+1.215.898.2064 (fax)

execed@wharton.upenn.edu



Visit our website to watch the video.

TUITION**\$6,950***(includes lodging and all meals)***DATES AND LOCATION**May 4–7, 2008
Philadelphia, PADec. 1–4, 2008
Philadelphia, PA**FOR INFORMATION
AND APPLICATION**1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
+1.215.898.2064 (fax)
execed@wharton.upenn.edu

Leading Organizational Change

PROGRAM OVERVIEW

Change is vital to organizational growth and survival, but implementing change can present daunting challenges. To prepare your organization for a successful change initiative, you need a strategic plan that takes into account the potential pitfalls that sabotage many corporate reengineering projects. Knowing how to build the right plan for your company provides you with a solid framework for successful implementation and buy-in throughout your organization.

Leading Organizational Change is a hands-on workshop that offers the best insights from research and practice focused on addressing your specific change initiatives. The program provides frameworks, models, and perspectives on leading change that participants immediately apply to their own projects. You will understand the factors that trip up promising organizational transformations and the strategies that can make them more successful. You will gain a better grasp of the complex interpersonal and strategic issues involved to become a more effective change agent in your organization.

IMPACT

Participants bring specific challenges or projects to the program from their organizations, and the focus during the entire program is on addressing these challenges. Faculty use a mix of workshops, team sessions, interactive lectures, and cases. The program culminates in presentations by individuals and teams related to an implementation plan for their change initiatives. Enrollment is limited to allow for an environment conducive to interaction. You will:

- Develop a detailed action plan for addressing your current change initiative.
- Gain key frameworks, approaches, and knowledge for improving the change process based on current research and best practice.
- Develop knowledge of the strategic, organizational, and personal challenges of successful change.

PARTICIPANT PROFILE

Upper-middle to senior managers who are engaged in change initiatives, or are preparing for them, will gain frameworks to help make the change process more effective. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTORS**Sigal Barsade, PhD***Associate Professor of Management*

Sigal Barsade integrates the most recent research tools into her teaching. She consistently publishes in leading journals, and is on the editorial board of *Administrative Science Quarterly* and *Academy of Management Review*. Her research and areas of expertise include emotions in the workplace, organizational culture, leadership and top management teams, emotional intelligence, personality and person/situation fit, group dynamics, and power and politics in the workplace. She has consulted to large corporations and smaller entrepreneurial organizations on a wide range of organizational issues.

**Gregory Shea, PhD***Adjunct Associate Professor of Management**Faculty Associate, Center for Leadership and Change Management*

Greg Shea consults, researches, writes, and teaches in the areas of group effectiveness, organizational and individual change, and conflict management. He is a partner in the Coxe Group, an international consulting firm serving the design profession; adjunct senior fellow at the Leonard Davis Institute of Health Economics; and senior consultant at the Center for Applied Research.

Strategic Persuasion Workshop: The Art and Science of Selling Ideas

PROGRAM OVERVIEW

Is your organization going through turmoil after a merger or reorganization? Are you having trouble getting the attention of a critical decision maker? At the pivotal persuasion moment, when your career depends on the difference between “no” and “yes,” you need more than expertise in your functional area to effectively communicate your idea. You need answers to four key questions before you can sell it:

- Who are you and what is your natural persuasion style?
- Who, exactly, is the other party and what channel is he or she tuned to today?
- What is the communication culture in your organization?
- What, at this moment, is the optimal influence tool?

Strategic Persuasion Workshop: The Art and Science of Selling Ideas is an intensive, personalized, down-to-earth program that provides executives with critical tools to sell their ideas at work.

IMPACT

Persuasion and influence are learned skills, not mysterious talents. Map the political landscape of your organization to see where the landmines are buried and where your allies can help you.

- Learn about the six channels of influence—authority, rationality, vision, relationships, interests, and politics—and how to use them more effectively.
- Optimize each message so it appeals directly to your counterpart’s style and interests.
- Measure your progress on real problems you bring to the program, and see immediate results.

PARTICIPANT PROFILE

Persuasion and influence inside organizations are core skills for everyone, including managers at every level. One can never be too skilled at influencing others, so that the right things are done—more often and more efficiently.

Individuals who work in matrixed organizations would benefit from attending this program.

Participants should be fluent in English. The University of Pennsylvania offers one- and two-week intensive English Language Programs (ELPs) to prepare you for a productive experience at Wharton. Details can be found at <http://www.sas.upenn.edu/elp/>.

ACADEMIC DIRECTORS



G. Richard Shell, JD

Thomas Gerrity Professor, Professor of Legal Studies and Business Ethics and Management

Richard Shell is an internationally recognized leader in negotiation strategy research and education. He has lectured on negotiation and persuasion theory and practice at the World Negotiation Forum; the World Economic Forum in Davos, Switzerland; and the Harvard program on negotiation. He is the co-academic director of Wharton’s *Executive Negotiation Workshop* executive program.



Mario Moussa, PhD

*Principal, CFAR (Center for Applied Research), Inc.
Senior Fellow, Leonard Davis Institute of Health Care Economics, University of Pennsylvania*

Mario Moussa specializes in leadership, influence, negotiation, and organizational change. He is a senior fellow at the Leonard Davis Institute, where he directs and teaches programs in health care. His consulting clients include major corporations, as well as leading universities and foundations. He has published widely in the field of organizational dynamics, power, and influence.

Richard Shell and Mario Moussa are co-authors of the new book, *The Art of Woo: Influence, Persuasion, and Negotiation at Work* (2007).

TUITION

\$7,450

(includes lodging and all meals)

DATES AND LOCATION

Mar. 10–13, 2008
Philadelphia, PA

Jun. 23–26, 2008
Philadelphia, PA

Nov. 17–20, 2008
Philadelphia, PA

FOR INFORMATION AND APPLICATION

1.800.255.3932 (U.S./Canada)

+1.215.898.1776 (worldwide)

+1.215.898.2064 (fax)

execed@wharton.upenn.edu



Visit our website to watch the video.

TUITION

Offered at NO CHARGE to qualified applicants. Enrollment is limited to ensure individual attention. *(includes lodging and all meals)*

DATE AND LOCATION

Apr. 5–7, 2008
Philadelphia, PA

All applications must be received by Friday, February 1, 2008.

Admitted candidates will be notified by Tuesday, February 26.

FOR INFORMATION AND APPLICATION

Ms. Robin Salaman
Associate Director
+1.215.898.1179 (phone)
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salamanr@wharton.upenn.edu

Career Comeback: A UBS Fellowship Program for Professional Women Re-entering the Workforce

UBS and Wharton Executive Education—Partnering to Support Women in Transition

PROGRAM OVERVIEW

Are you a professional woman re-entering the workforce? Would you like to jump-start that transition? UBS and Wharton have designed a program to support women returning to the workforce after a career break. Participants will focus on updating business knowledge, developing transition strategies, and networking with business leaders. This highly selective program will be offered at no charge to qualified applicants through funding from UBS.

Recent studies show that there are a number of obstacles that women face when returning to the workforce, including a diminished network and challenging family policies. Women, like all other re-entrants, must contend with a changing business environment—including technological advancements, regulatory changes, and effects of mergers/acquisitions. These challenges, as well as personal and family issues, are hurdles that can be overcome with the right preparation and support.

IMPACT

The program's unique curriculum was designed with your success in mind. Participants will discuss the current realities that confront returning professional women and how best to adjust to manage the re-entry process. You will:

- Update critical business skills, with a focus on finance, marketing, and strategy.
- Receive coaching to hone your leadership skills and create transition strategies.
- Benefit from faculty research and corporate perspectives.
- Create action plans for re-entry into the workforce.
- Network with other women and business leaders.

PARTICIPANT PROFILE

This program is designed for women in the process of re-entering the workforce. Candidates are required to have a minimum of five years of professional experience and have taken a career hiatus for a minimum of two years, but no more than seven years. An MBA or other graduate degree is required.

ACADEMIC DIRECTOR**Monica McGrath, PhD**

Adjunct Associate Professor of Management

Monica McGrath has taught leadership and teamwork, group dynamics, and organizational behavior as an adjunct professor at Wharton. As a consultant, Dr. McGrath has worked with major corporations, including Siemens Medical Systems, Colgate Palmolive, and Royal Dutch/Shell, on leadership development and coaching. Dr. McGrath sits on the founding board of the Forte Foundation, a consortium of educational institutions, businesses, and nonprofit groups dedicated to increasing the number of women business leaders. She is a member of The American Psychological Association, The Academy of Management, Wharton Center for Leadership and Change, Philadelphia Human Resource Planning Group, The International Executive Women's Development Network, The International Alliance for Women, and The Women's Leadership Exchange. She is the co-author of the recent study *Back in the Game: Returning to Business After a Hiatus*.

Women in Leadership: Legacies, Opportunities, and Challenges

PROGRAM OVERVIEW

Women executives around the world are aiming higher and achieving more today than ever before. This program is designed to support women leaders with specific skills, tools, and strategies for reaching their highest potential and achieving their personal leadership goals.

This unique program will help you to increase your effectiveness as a leader and cultivate the leadership potential in others. In collaboration with Wharton's faculty, you will acquire strategic tools that you can use in your specific leadership context and develop a broad range of competencies based on in-depth academic research into the specific obstacles facing women leaders.

IMPACT

In this program, you will:

- Understand the role gender plays in our perceptions of an effective leader.
- Develop an improved understanding of organizational culture.
- Engage in a personalized assessment of your individual leadership styles.
- Improve skills in reflective practice about your leadership and that of others.
- Build supportive learning relationships with other women who lead.
- Create an individualized action plan with specific steps toward reaching your leadership goals.
- Learn negotiation strategies and tactics to help you implement your action plan.

PARTICIPANT PROFILE

The program is designed for up-and-coming women leaders, from middle managers to senior executives, in diverse roles and industries. Any woman who wants to see more impact from her leadership efforts, to develop the leadership potential of women in her organization, or to push her own leadership development in new directions can benefit. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTORS



Anne Cummings, PhD

Associate Professor, University of Minnesota Duluth

Anne Cummings has designed, led, and evaluated leadership workshops since 1988. Prior to joining UMD, Dr. Cummings was an assistant professor of management at Wharton and taught courses in leadership, team development and performance, negotiations, organizational behavior, and general management. Her research focuses on how leaders evaluate and manage creativity and organizational systems that enhance and maintain the development of useful contributions from employees. Her research has appeared in the *Academy of Management Journal* and *Leadership Quarterly*.



Monica McGrath, PhD

Adjunct Associate Professor of Management

Monica McGrath is an executive coach and human resource consultant to major corporations, as well as an adjunct associate professor in Wharton's Management Department. She has taught leadership and teamwork, group dynamics, and organizational behavior. As a consultant, Dr. McGrath has worked with major corporations, including Siemens Medical Systems, Colgate Palmolive, and Royal Dutch/Shell, on leadership development and executive coaching.

TUITION

\$8,200

(includes lodging and all meals)

DATES AND LOCATION

Jan. 14–18, 2008

Philadelphia, PA

TBA, 2009

Philadelphia, PA

FOR INFORMATION AND APPLICATION

1.800.255.3932 (U.S./Canada)

+1.215.898.1776 (worldwide)

+1.215.898.2064 (fax)

execed@wharton.upenn.edu

TUITION**\$10,000***(includes lodging and all meals)***DATES AND LOCATION**May 18–23, 2008
Philadelphia, PAOct. 19–24, 2008
Philadelphia, PA**FOR INFORMATION
AND APPLICATION**1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
+1.215.898.2064 (fax)
execed@wharton.upenn.eduVisit our website to
watch the video.

The Leadership Journey: Creating and Developing Your Leadership

PROGRAM OVERVIEW

The Leadership Journey provides an in-depth experience for developing your success as a leader—not only in your current position but in the journey beyond. Through a variety of approaches, the program draws out and builds on your leadership capabilities. It weaves sessions on leadership best practices into interactive discussions, team-based projects, nontraditional cases, computer simulations, and physical (low ropes) challenges. Each element of this multidisciplinary approach provides a holographic view of your leadership—and calls for an open-minded approach to personal exploration.

Time is devoted each day to individual reflection and planning, where you will examine and integrate new insights into your own leadership style and behavior. Then, drawing on work with Wharton faculty members and fellow participants, you will design a plan for the future that builds on your personal strengths and leverages the opportunities and resources available to you. This experience will equip you for successful leadership.

IMPACT

Understand the leadership function—and its demands—in sessions such as Leadership in Practice and Seizing Leadership Opportunities. You will:

- Strengthen your effectiveness in building key leader/follower relations as well as outstanding teams.
- Increase your ability to navigate through and learn from great leadership moments.
- Build a network of fellow leaders for sharing challenges, insights, and perspectives.

PARTICIPANT PROFILE

This program is designed for executives who want to enhance their effectiveness as strategic leaders. Senior executives and managers from the private, public, and nonprofit sectors are welcome. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTORS**Michael Useem, PhD**

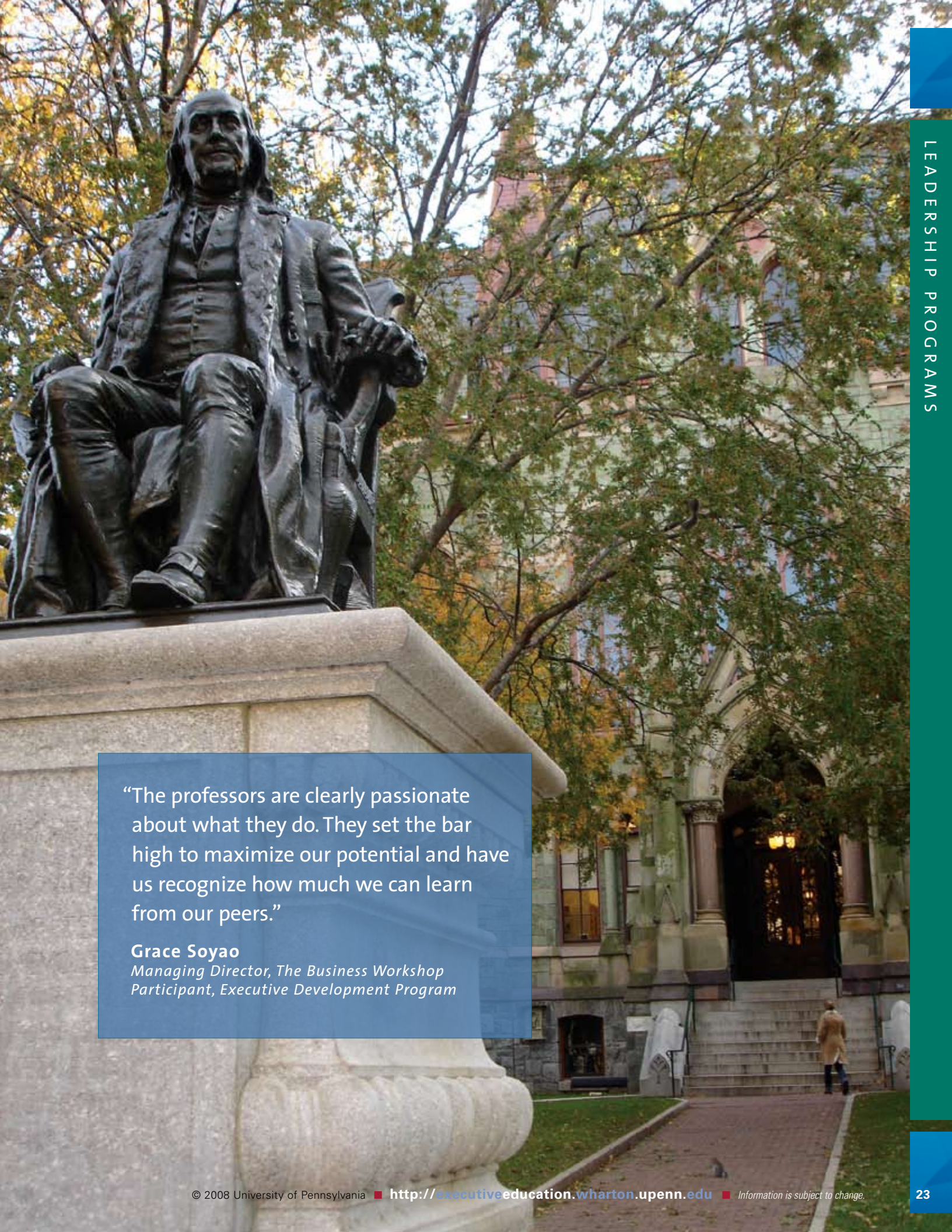
The William and Jacalyn Egan Professor, Professor of Management Director, Center for Leadership and Change Management

Professor Useem has developed courses on management and leadership and is the author of *Leading Up: How to Lead Your Boss So You Both Win* (2001), *The Leadership Moment: Nine True Stories of Triumph and Disaster and Their Lessons for Us All* (1998), and *The Go Point: When It's Time to Decide* (2006). He works on leadership development with companies and organizations in the private, public, and nonprofit sectors, incorporating treks up the slopes of Mount Everest and trips to Civil War battlefields into managers' leadership lessons.

**Gregory Shea, PhD**

Adjunct Associate Professor of Management Faculty Associate, Center for Leadership and Change Management

Professor Shea consults, researches, writes, and teaches in the areas of group effectiveness, organizational and individual change, and conflict management. He is an adjunct senior fellow at the Leonard Davis Institute of Health Economics, senior consultant at the Center for Applied Research, and author of numerous articles. He is also a co-author of *The Phantom Stethoscope: A Field Manual for Finding an Optimistic Future in Medicine* (1999).



“The professors are clearly passionate about what they do. They set the bar high to maximize our potential and have us recognize how much we can learn from our peers.”

Grace Soyao

*Managing Director, The Business Workshop
Participant, Executive Development Program*

TUITION**\$16,950***(includes lodging and all meals)***DATES AND LOCATION**

Apr. 28–May 2, 2008 (week 1 of 2)

Jun. 9–13, 2008 (week 2 of 2)

Philadelphia, PA

Dec. 8–12, 2008 (week 1 of 2)

Jan. 19–23, 2009 (week 2 of 2)

Philadelphia, PA

FOR INFORMATION AND APPLICATION

1.800.255.3932 (U.S./Canada)

+1.215.898.1776 (worldwide)

+1.215.898.2064 (fax)

execed@wharton.upenn.edu

Essentials of Management

PROGRAM OVERVIEW

Drawing on key faculty and content from Wharton's top-ranked MBA program, *Essentials of Management* introduces you to the fundamentals every successful manager needs in marketing, finance, strategy, negotiations, and leadership. The challenging blend of interactive lectures, case studies, simulations, group discussions, and faculty dialogue immerses you in the core concepts of business.

Gain insights on building and sustaining competitive advantage; managing across boundaries; branding, marketing, and advertising; leadership and decision making; creating shareholder value; implementing strategy; and managing people. The application exercises will stretch your managerial and strategic perspectives, sharpen your business instincts, and expand your ability to tackle new management challenges.

IMPACT

Develop knowledge in core areas of business, including finance, marketing, management, and strategy based on current research and best practices. Understand how operational and financial decisions impact strategic and marketing efforts. You will gain a broader view of business and will be able to:

- Develop a business vocabulary to foster communication and collaboration across organizational boundaries.
- Incorporate best practices by immediately applying classroom knowledge to real-world situations during the month-long interval between the non-consecutive program sessions.
- Know how to approach different managerial problems using value-driven decision making.
- Learn how to manage change and conflict effectively.

PARTICIPANT PROFILE

This program is designed for functional and general managers, including those with clinical, research, or technical backgrounds; managers of family-run businesses; and entrepreneurs who need to extend their core business knowledge. Managers considering pursuing an MBA can gain a sense of the framework of such a program. Past participants have included those with technical or line management backgrounds, from such industries as manufacturing, technology, pharmaceuticals, financial services, and telecom. Learn more about the benefits of sending cohorts on page 51.

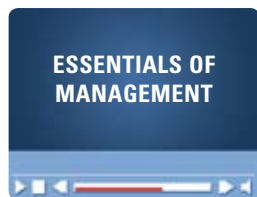
ACADEMIC DIRECTORS**Lawrence G. Hrebiniak, PhD***Associate Professor of Management*

Larry Hrebiniak's research projects have focused on competitive strategy, controls in the strategy implementation process, and strategic adaptation as organizations change over time to remain competitive. He has consulted to companies around the world, including AT&T, Chase Manhattan, DuPont, and General Electric. He is the author of several books, including *Making Strategy Work: Leading Effective Execution and Change* (2005).

**Mario Moussa, PhD**

*Principal, CFAR (Center for Applied Research), Inc.
Senior Fellow, Leonard Davis
Institute of Health Care Economics,
University of Pennsylvania*

Mario Moussa specializes in leadership, teamwork, negotiation, and organizational change. He is a senior fellow at the Leonard Davis Institute, where he directs and teaches programs in health care. His consulting clients include major corporations, as well as leading universities and foundations. He has published widely in the field of social theory and is a regular contributor to *Matrix: The Magazine for Leaders in Higher Education*.



Visit our website to watch the video.

Implementing Strategy: Leading Effective Execution

PROGRAM OVERVIEW

The best strategic plans translate into effective execution. *Implementing Strategy* will examine the latest Wharton research on successful execution plans and target one of your current initiatives by focusing on **five core areas**. You will:

1. Design a Strategy Implementation Model with appropriate structures, objectives, controls, integration mechanisms, and incentives for implementation.
2. Develop an understanding of the stages of implementation, forces for and against change, and ways to overcome resistance to change.
3. Learn how to effectively integrate HR policies with strategy implementation needs.
4. Understand how strategy affects structure and how the choice of structure affects efficiency and effectiveness.
5. Explore incentives and controls to motivate and manage performance.

Using case studies and current strategy implementation techniques, the program gives you cross-functional understanding of what makes strategy work.

Faculty will provide individual feedback on a business plan that you bring to the program, and you will return to the office with resources to share with teammates—and a plan for moving ahead.

IMPACT

Gain a framework in which to effectively develop and execute your next strategic plan. Be prepared to ask the right questions as you build and implement future strategies. You will:

- Ensure that your corporate structure is in alignment with current corporate strategies.
- Increase your organization's ability to adapt to change.
- Manage resistance and conflict, and maximize resources.

PARTICIPANT PROFILE

This program is designed for any executive who needs to deliver results—even managers with MBAs and many years of experience in formulating strategy. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTOR



Lawrence G. Hrebiniak, PhD
Associate Professor of Management

Larry Hrebiniak's research projects have focused on competitive strategy, controls in the strategy implementation process, and strategic adaptation as organizations change over time to remain competitive. He has consulted to companies around the world, including AT&T, Chase Manhattan, DuPont, and General Electric. He is the author of several books, including *Making Strategy Work: Leading Effective Execution and Change* (2005).

TUITION

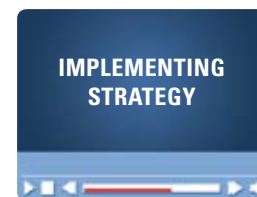
\$8,750
(includes lodging and all meals)

DATES AND LOCATION

Mar. 3–7, 2008
Philadelphia, PA
Sep. 22–26, 2008
Philadelphia, PA

FOR INFORMATION AND APPLICATION

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watch the video.

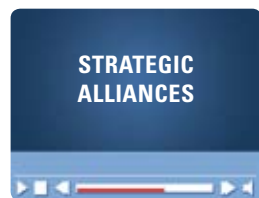
TUITION**\$6,450***(includes lodging and all meals)***DATES AND LOCATION**Jun. 16–19, 2008
Philadelphia, PANov. 17–20, 2008
Philadelphia, PA**FOR INFORMATION
AND APPLICATION**

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Visit our website to
watch the video.

Strategic Alliances: Creating Growth Opportunities

PROGRAM OVERVIEW

After studying hundreds of companies and thousands of alliances, Wharton faculty members have identified key factors that determine the success—or failure—of alliances. Drawing on this research, *Strategic Alliances* focuses on the negotiation and evolution of the alliance and explores how to establish a strategic portfolio of profitable relationships, even with limited time and resources.

In addition to understanding the key alliance success factors, you will learn to apply new research-based techniques for designing and implementing your own alliance process from start to finish. Faculty members use case studies and insights from corporate field work to provide practical illustrations and applications. Whether your company has just formed an alliance or is contemplating one, you will gain strategies and resources to create and sustain successful alliances.

IMPACT

Understand key alliance success factors. Learn to apply research-based techniques for designing and implementing alliance processes from start to finish. You will:

- Analyze the strategic, organizational, and cultural fit among partners.
- Resolve conflicts, and manage the evolution of alliances more effectively.
- Build on your collaborative capabilities to position your firm as a preferred alliance partner.

PARTICIPANT PROFILE

This program is designed for executives with responsibility for new-business development, including general managers, strategic planning managers, and marketing managers. Financial officers involved in financing new ventures will also find it valuable. Companies are encouraged to send teams or cross-functional groups to leverage the value of the new learning tools and resources throughout the organization. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTOR



Harbir Singh, PhD

*The Mack Professor, Professor of Management
Co-Director, Mack Center for Technological Innovation*

Harbir Singh is also the co-academic director of *Strategic Thinking and Management for Competitive Advantage*, and he teaches in the *Mergers and Acquisitions* program. A leading researcher on strategic alliances and strategies for corporate renewal, his current research includes strategies for corporate acquisitions, corporate governance, joint ventures, management buyouts, and corporate restructuring. Professor Singh is the author of *Innovations in Cross-Cultural Management* (2000). He has worked with many companies such as Bell Atlantic, IBM, Merck, and GlaxoSmithKline. In July 2004, Professor Singh co-authored the *Harvard Business Review* article “When to Ally and When to Acquire” with colleagues Jeff Dyer and Prashant Kale. Professor Singh and his co-faculty are currently working on a book tentatively titled *The Relational Organization: Creating Competitive Advantage from Alliances*.

Strategic Thinking and Management for Competitive Advantage

PROGRAM OVERVIEW

Strategic Thinking invites you to meet, head on, the challenges of building strategy. Drawing on Wharton's leading research in competitive strategy, participants learn and apply the latest strategic insights, models, and approaches. You will emerge with implementable ideas for leveraging your firm's capabilities and innovative ways to capitalize on current opportunities in the marketplace.

In thought-provoking dialogue with Wharton faculty and an accomplished cohort of senior colleagues, you will transcend traditional thinking. Learn how to accurately assess the competition, explore ways to make your organization more innovative and agile, and build a framework for sustainable competitive advantage. Through interactive lectures, case analyses, and small group discussions, you will examine a variety of options for growth, including alliances, acquisitions, and internal corporate ventures. Discover how other companies have leveraged core competencies and opportunities to become market leaders—and learn to apply these strategic insights to your own organization.

IMPACT

Leverage your firm's capabilities to the greatest competitive advantage, obtaining necessary resources through alliances, acquisitions, or internal corporate ventures. Learn to tailor the planning process to the needs of individual business units. You will:

- Enhance your ability to assess the strategic impact of the moves of your competitors.
- Gain new insights on the role of acquisitions, alliances, and divestitures in creating greater shareholder value.
- Design implementable and operational strategic programs that can dramatically change your firm's competitive position.

PARTICIPANT PROFILE

This program is designed for senior and upper-middle managers with responsibility for strategy formulation, planning, and implementation, as well as business development. Managers just moving into planning areas will get a jump-start on the process—learning how leadership, vision, and strategy interact to create competitive advantage. Companies are encouraged to send teams or cross-functional groups to leverage the value of the new learning tools and resources throughout the organization. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTORS



Ian MacMillan, DBA

The Dhirubhai Ambani Professor of Innovation and Entrepreneurship, Professor of Management Director, Sol C. Snider Entrepreneurial Research Center

Ian MacMillan is an authority on corporate venturing and innovation. He has consulted on strategic management and new venture management to Citibank, KPMG, IBM, Chubb, Microsoft, and General Electric, and is currently researching organizational competence development, technology strategy, and rapid-growth firms. Professor MacMillan is co-author of *Marketbusting: Strategies for Exceptional Business Growth* (2005) and *The Entrepreneurial Mindset* (2000).



Harbir Singh, PhD

The Mack Professor, Professor of Management Co-Director, Mack Center for Technological Innovation

Harbir Singh is also the academic director of *Strategic Alliances: Creating Growth Opportunities*, and he teaches in the *Mergers and Acquisitions* program. A leading researcher on strategic alliances and strategies for corporate renewal, his current research includes strategies for corporate acquisitions, corporate governance, and corporate restructuring.

TUITION

\$8,950

(includes lodging and all meals)

DATES AND LOCATION

Apr. 13–18, 2008
Philadelphia, PA

Jun. 1–6, 2008
Philadelphia, PA

Sep. 14–19, 2008
Philadelphia, PA

Dec. 7–12, 2008
Philadelphia, PA

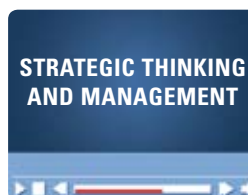
FOR INFORMATION AND APPLICATION

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execed@wharton.upenn.edu



Visit our website to watch the video.

TUITION**\$8,200***(includes lodging and all meals)***DATE AND LOCATION**

Jun. 1–6, 2008

Philadelphia, PA

FOR INFORMATION AND APPLICATION

1.800.255.3932 (U.S./Canada)

+1.215.898.1776 (worldwide)

+1.215.898.2064 (fax)

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Wharton/Windhover Program for Pharmaceutical and Biotech Executives

PROGRAM OVERVIEW

The *Wharton/Windhover Program* gives industry leaders the knowledge and tools to successfully guide their organizations through the profound challenges facing the biotechnology and pharmaceuticals industries. Taught by leading experts—CEOs, top researchers and drug developers, senior marketing executives, policy and pricing experts, industry dealmakers, and Wharton faculty—this program provides critical insights on managing emerging issues in new drug discovery techniques, marketing and pricing, financial evaluation of major deals, and mergers and alliances.

An integrated approach allows executives to reexamine their organizations' challenges and opportunities guided by the latest Wharton research, the broader perspective of industry analysts, and the practical experience of senior drug company executives. Participants explore industry-specific cases and their own critical issues in a forum that provides them with answers to immediate questions and the global perspective needed to be effective leaders in the future.

IMPACT

Explore industry-specific cases. Sessions on estimating the value of drugs in development, regulatory trends, and managing the pipeline will provide a cross-functional view of challenges to avoid blind spots and gain insights on competing strategically. You will:

- Be prepared for emerging changes that impact pharmaceuticals and biotechnology.
- Learn key business tools and approaches in R&D, marketing, strategy, finance, and M&A.
- Interact with industry peers to share ideas and build a network for the future.

PARTICIPANT PROFILE

This program is designed for senior managers in the pharmaceuticals and biotechnology industries. It is particularly suited to functional specialists with at least five years of industry experience who are moving into new responsibilities that demand a broader vision of the industry. Companies are encouraged to send teams or cross-functional groups to leverage the value of the new learning tools and resources throughout the organization. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTORS**Patricia M. Danzon, PhD**

Celia Z. Moh Professor, Professor of Health Care Systems and Insurance and Risk Management; Chairperson, Health Care Systems Department

Patricia Danzon is an internationally recognized researcher in the biotechnology/pharmaceuticals field and consults for a variety of major pharmaceuticals firms. Her current research areas include pharmaceuticals pricing, deals and mergers, and health care financing in the U.S. and abroad. She is the author of numerous articles and books, including *Prices, Competition and Regulation in Pharmaceuticals: A Cross-National Comparison* (2000).

**Roger Longman**

Managing Partner, Windhover Information Editor, In Vivo

Roger Longman is editor of *In Vivo*, the leading pharmaceuticals industry journal, and writes frequently on drug and biotech company strategies. He oversees Windhover's *Start-Up*, the company's monthly analysis of the venture and emerging technology sides of the industry, as well as Windhover's Strategic Intelligence Systems, the industry's most comprehensive database of M&A, alliances, and financings. He is also a frequent speaker to various industry groups.

Creating Value Through Financial Management

PROGRAM OVERVIEW

Value creation is the responsibility of every executive. Yet few executives have access to the latest strategies and tools of financial management that make value creation possible in an environment of shrinking markets, hypercompetition, and diminishing margins. *Creating Value Through Financial Management* gives you a best-practice foundation in financial decision making, policy, and practice. Moving beyond spreadsheets and accounting, it takes a broader perspective on finance.

Through case studies and interactive discussions with faculty and colleagues, you will discover how to increase enterprise value using capital structures, cost of capital, diversification, risk, capital budgeting, and financial policy. You will also learn to capitalize on non-financial factors that contribute to value creation. Faculty members provide insights into how companies attempt to create shareholder value and why they succeed or fail. Examine and question your current approach to financial decisions, and learn new perspectives and techniques to take back to your organization to build a culture of value creation.

IMPACT

Examine your current approach to making financial decisions. Learn how functions across the organization influence financial decisions and shareholder value. You will:

- Demystify the process of creating shareholder value.
- Learn how to create a cost-of-capital culture within a company.
- Gain techniques to evaluate the financial impact and value of strategic decisions.

PARTICIPANT PROFILE

This program is designed for executives who need a strong working knowledge of financial management practice. The program is beneficial to general managers who want to deepen their financial knowledge and understand how their decisions impact value creation. Finance managers who seek broader perspectives and CFOs who want to explore the latest financial practices will also appreciate the program's practical approach. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTOR



John R. Percival, PhD

Adjunct Professor of Finance

John Percival is active in the development and teaching of executive education programs, having created executive programs for companies such as GE Capital, IBM, Chubb, Siam Cement, and Bankers Trust, among others. He has been financial consultant to organizations in the public and private sectors, including the Federal Trade Commission, the Commonwealth of Pennsylvania, the U.S. Department of Labor, AT&T, Ford, DuPont, PricewaterhouseCoopers, and others. His articles have appeared in such publications as the *Journal of Financial and Quantitative Analysis*, the *Journal of Economics and Statistics*, and the *Journal of Risk and Insurance*.

TUITION

\$8,750

(includes lodging and all meals)

DATES AND LOCATION

Feb. 4–8, 2008
Philadelphia, PA

Jul. 21–25, 2008
Philadelphia, PA

FOR INFORMATION AND APPLICATION

1.800.255.3932 (U.S./Canada)

+1.215.898.1776 (worldwide)

+1.215.898.2064 (fax)

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TUITION**\$8,750***(includes lodging and all meals)***DATES AND LOCATION**Feb. 25–29, 2008
Philadelphia, PAMay 12–16, 2008
Philadelphia, PAJul. 28–Aug. 1, 2008
Philadelphia, PAOct. 13–17, 2008
Philadelphia, PA**FOR INFORMATION
AND APPLICATION**

1.800.255.3932 (U.S./Canada)

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+1.215.898.2064 (fax)

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**FINANCE AND
ACCOUNTING FOR
THE NON-FINANCIAL
MANAGER**Visit our website to
watch the video.

Finance and Accounting for the Non-Financial Manager

PROGRAM OVERVIEW

Providing a rock-solid foundation in the core language and principles of financial analysis and decision making, this program covers the essential concepts of how financial data is generated, reported, and used—including terminology and principles, financial statements, distinctions between income and cash flow, and valuation.

Wharton faculty members show you how to become a more discerning reader of financial information and gain a practical understanding of how financial data is used to make business decisions or evaluate a firm's past, present, and future performance. Through case illustrations and hands-on projects, you will apply the principles to challenges such as make-or-buy decisions, determining the break-even point for sales, and valuation of companies for mergers and acquisitions.

A special feature of *Finance and Accounting* is a set of three evening integration sessions, which provide an in-depth focus on practical applications and opportunities for informal conversations with faculty on your individual questions. Most important, they show you exactly how these concepts and techniques are applicable in addressing your own current business situations.

IMPACT

Become a more discerning reader of financial information, and gain a practical understanding of how financial data is used to make business decisions and evaluate performance. You will:

- Learn to read and assess financial statements.
- Understand how the numbers are generated and manipulated.
- Gain exposure to diverse financial approaches, including methods of valuation and ways to use hedging and derivatives to reduce risk exposure.

PARTICIPANT PROFILE

Designed for those new to financial concepts or executives who want to update basic knowledge of finance and accounting, this program is particularly applicable to those in creative, scientific, or technical fields. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTOR**Richard A. Lambert, PhD***Miller-Sherrerd Professor,
Professor of Accounting*

Richard Lambert teaches a wide range of courses in the areas of financial reporting, cost and management accounting, and compensation and performance measurement. His research examines a variety of issues in financial reporting, performance measurement, and compensation plan design. In particular, he has done extensive research into accounting-based and stock-based forms of compensation, including stock option plans. He is a member of the editorial board of the *Journal of Accounting Research* and *The Review of Accounting Studies*.

Investment Strategies and Portfolio Management

PROGRAM OVERVIEW

In volatile and complex markets, designing an optimal investment portfolio for your organization, your clients, or yourself is a significant challenge. You are presented with diverse opportunities in emerging markets, real estate, hedge funds, derivatives, and other alternative investments. As choices proliferate, shaping, managing, and monitoring investment portfolios become more complicated. You must determine which investments will generate the highest returns without exposing you to excessive risk.

Wharton's *Investment Strategies and Portfolio Management* program—designed to meet the needs of finance professionals and others in the investments area—offers research-based tools and knowledge from the faculty of one of the world's top finance departments. Leading experts on portfolios, investments, and markets provide diverse perspectives on portfolio management. They also examine specific investment areas such as stocks, bonds, derivatives, real estate, and global investments. This program provides a solid foundation for building optimal portfolios as well as effective tools for making better investments.

IMPACT

By attending this program you will:

- Use practical frameworks and tools to make better asset allocation decisions and effectively manage investments.
- Understand the risks and opportunities of derivatives, hedge funds, real estate, and other alternative investments.
- Learn about the relative performance of popular trading strategies.
- Master current investment concepts such as “portable alpha”.
- Learn about investing in emerging markets.
- Work with portfolio managers more effectively.

PARTICIPANT PROFILE

The program is designed for finance professionals at mutual funds, pension funds, corporations, and other institutions sponsoring and providing investment vehicles for their employees and beneficiaries. It is also appropriate for corporate retirement planners, financial planners, and employees of insurance companies, investment banks, and commercial banks who have portfolio management responsibilities. General managers, senior functional managers, and individual investors with or without financial management experience will also benefit from this program. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTOR



Jeffrey Jaffe, PhD

Associate Professor of Finance

Jeff Jaffe, a leading authority on pension fund asset allocation, has written widely on the topics of investment styles and stock returns, international investment returns, market anomalies, and the effects of information on security prices. He has served as academic director for the *Pension Fund and Investment Management* program for more than 15 years. Jaffe has co-authored several textbooks on finance and is a frequent contributor to finance and economic journals.

TUITION

\$8,750

(includes lodging and all meals)

DATES AND LOCATION

Jun. 16–20, 2008
Philadelphia, PA

Dec. 1–5, 2008
Philadelphia, PA

FOR INFORMATION AND APPLICATION

1.800.255.3932 (U.S./Canada)

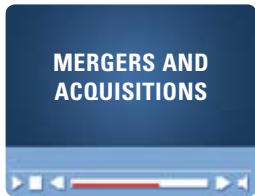
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Visit our website to watch the video.

TUITION**\$8,950***(includes lodging and all meals)***DATES AND LOCATION**Jun. 22–27, 2008
Philadelphia, PAJan. 18–23, 2009
Philadelphia, PA**FOR INFORMATION
AND APPLICATION**1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
+1.215.898.2064 (fax)
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watch the video.

Mergers and Acquisitions

PROGRAM OVERVIEW

Mergers and Acquisitions provides the knowledge to develop more successful M&A transactions. The program will help you understand why more than half of all mergers and acquisitions fail—and offers insights and approaches to help you improve your own success rate. An interdisciplinary team of Wharton faculty, supplemented by leading practitioners, provides a broad, strategic perspective and a detailed examination of key elements of the M&A process. You will learn to select and value acquisition targets, evaluate the long-term potential of the partnership, and integrate them to fulfill that potential.

Through a series of discussions with faculty, outside experts, and peers, as well as the use of case studies and computer simulations, you will gain an understanding of the M&A process from start to finish. Crucial to a successful strategy is an ability to simultaneously manage many different elements of an acquisition. Wharton's approach allows participants to understand the complexity of acquisitions. You will learn techniques for effectively managing this process, from identifying your acquisition strategy, to bringing the deal to a close, to thinking through integration issues.

IMPACT

Learn a coherent process for integrating the strategic, managerial, economic, and financial decisions related to mergers and acquisitions. You will:

- Understand how goals and strategy drive decisions about valuation, negotiation, integration, due diligence, and other aspects of the deal.
- Appreciate how deal structure affects M&A outcomes.
- Become a more effective negotiator in a merger or acquisition deal.

PARTICIPANT PROFILE

This program is designed for any executive who is involved in devising and/or executing an acquisition. While it assumes no previous experience with M&As, participants should possess a basic knowledge of accounting—i.e., familiarity with balance sheets, income and cash flow statements, and finance. A refresher on these topics is offered on the Sunday afternoon before the program. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTOR**Robert W. Holthausen, PhD**

*The Nomura Securities Co.
Professor, Professor of Accounting
and Finance and Management;
Chairperson, Accounting Department*

Bob Holthausen is widely published in both finance and accounting journals. His research has studied the effects of management compensation and governance structures on firm performance, the effects of information on volume and prices, corporate restructuring and valuation, the effects of large block sales on common stock prices, and numerous other topics. His research has appeared in such journals as the *Accounting Review*, the *Journal of Accounting Research*, the *Journal of Accounting and Economics*, the *Journal of Finance*, and the *Journal of Financial Economics*. In addition, he serves in various editorial capacities for all five journals listed above, either as associate editor, editorial board member, or reviewer.

Holthausen has consulted with Chemical Bank, Coopers and Lybrand, Ernst & Young, FMC, Ford, IBM, Interpublic, McCann-Erikson, Merrill Lynch, Montgomery Ward, Polaroid, Pratt and Whitney, Price Waterhouse, Prudential Securities, Renaissance Technologies, and Tucson Electric, among others.

Competitive Marketing Strategy

PROGRAM OVERVIEW

Competitive Marketing Strategy shows how to anticipate your competitors' moves and gauge their reactions to your own strategic shifts. Drawing on Wharton's research and competitive business intelligence, you will discover how to assess the strengths and weaknesses of the competition. The program inspires and challenges you to develop effective marketing strategies for the long term.

Interactive lectures by Wharton's marketing faculty are interspersed with case studies to deepen and apply the new knowledge. Test your new skills with team-based computer simulations that compress years of competitive moves and counter-moves into a few short days to help you gain a hands-on understanding of the competitive interactions within your industry. Gain new knowledge and resources you can share with your team to help evaluate complex situations and design marketing strategies that meet both short-term goals and long-term objectives.

IMPACT

Develop a strong working knowledge of competitive marketing strategy, and anticipate the effects of offensive and defensive strategies. Learning about competitive pricing, the impact of technology, and making decisions in uncertain markets will give you the tools to define the sources of competitive advantage. You will:

- Use new tools to analyze competitors and anticipate their reactions to your moves.
- Leverage your strengths from your customers' perspectives.
- Understand the competitive landscape for your products or services.

PARTICIPANT PROFILE

Past participants have included upper and middle managers from a broad range of industries, including health care, pharmaceuticals, technology, industrial products, and consumer goods. Marketing executives and others involved in the strategy for a brand, product, or strategic business unit are ideal candidates for this program. Learn more about the benefits of sending cohorts on page 51.

Those with no prior background in marketing may find it useful to attend *Essentials of Marketing* (see page 34) before coming to this program.

ACADEMIC DIRECTORS



Jagmohan S. Raju, PhD

Joseph J. Aresty Professor, Professor of Marketing

Professor Raju is also the co-academic director of Wharton's *Pricing Strategies* program and academic director of Wharton's *Essentials of Marketing* program. He teaches marketing management and pricing, pricing strategy, and mathematical models in marketing in Wharton's MBA program. Professor Raju is the marketing editor of *Management Science* and is currently working on a book, tentatively titled *Pricing Strategies: Measuring, Capturing, and Retaining Value* (2008).



David J. Reibstein, PhD

William Stewart Woodside Professor, Professor of Marketing

Dave Reibstein is also the academic director of Wharton's *Marketing Metrics: Linking Marketing to Financial Consequences* program, and he teaches in the *Essentials of Marketing* and *Pricing Strategies* programs. He has worked with many Fortune 500 firms such as AT&T, General Electric, and Hewlett-Packard. He has written several books, and he developed the ValueWar competitive simulation. He helped found Bizrate.com, a leading infomediary that has surveyed more than three million Internet customers. He is the co-author of *Marketing Metrics: 50+ Metrics Every Executive Should Master* (2006).

TUITION

\$7,850

(includes lodging and all meals)

DATES AND LOCATION

Jun. 9–13, 2008
Philadelphia, PA

Nov. 3–7, 2008
Philadelphia, PA

FOR INFORMATION AND APPLICATION

1.800.255.3932 (U.S./Canada)

+1.215.898.1776 (worldwide)

+1.215.898.2064 (fax)

execed@wharton.upenn.edu



Visit our website to watch the video.

TUITION**\$7,850***(includes lodging and all meals)***DATES AND LOCATION**Apr. 27–May 2, 2008
Philadelphia, PADec. 7–12, 2008
Philadelphia, PA**FOR INFORMATION
AND APPLICATION**1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
+1.215.898.2064 (fax)
execed@wharton.upenn.edu

Visit our website to
watch the video.

Essentials of Marketing

PROGRAM OVERVIEW

Essentials of Marketing explains the core concepts and strategic perspectives found in most marketing MBA programs. In five intensive days, you will learn and apply the basic techniques of marketing, including segmenting and targeting customers, understanding the decision-making processes of your customers, using lifetime customer value in marketing planning, developing a unique brand, managing a product line, understanding distribution channels, and making effective advertising decisions.

You will be actively engaged in learning and application, led by Wharton professors who teach the core marketing courses in Wharton's top-ranked MBA program. Using both quantitative and qualitative methods in interactive lectures, case studies, and hands-on simulations, you will gain a deeper understanding of your customers and the role marketing plays throughout the organization. In the evening, working together in small groups, you will get hands-on practice in applying theories and tactics discussed during the day.

IMPACT

Gain a clear, in-depth understanding of core marketing concepts, and identify the essential elements of a strong marketing plan. In sessions such as Analyzing Markets and Customers, Product Lifecycle and Line Management, and Advertising Decisions, you will:

- Develop a thorough understanding of customers and what motivates their behavior.
- Understand the value of your brands and how to build and develop that value.
- Learn to use quantitative analysis to make—and support—marketing decisions.

PARTICIPANT PROFILE

Executives across the organization (in engineering, R&D, finance, product development, accounting, sales, public relations, and other areas) will benefit from this program. Managers who are assuming marketing responsibilities for the first time, as well as managers already in a marketing capacity but without formal education in this discipline, will also gain from attending. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTOR



Jagmohan S. Raju, PhD

*Joseph J. Aresty Professor,
Professor of Marketing*

Professor Raju is a leading authority on competitive strategy and pricing. His research interests include pricing, strategic alliances, new-product introduction strategy, retailing, private labels, and corporate advertising. He teaches marketing management to Wharton MBA students, pricing strategy to Executive MBA students, and mathematical models in marketing to PhD students. He is the co-academic director of Wharton's *Competitive Marketing Strategy* and *Pricing Strategies* Executive Education programs and is the marketing editor of *Management Science*. Professor Raju is currently working on a book, tentatively titled *Pricing Strategies: Measuring, Capturing, and Retaining Value* (2008).

Marketing Metrics: Linking Marketing to Financial Consequences

PROGRAM OVERVIEW

Bringing together faculty from marketing, accounting, and finance, *Marketing Metrics* provides the knowledge and tools necessary to assess and communicate the returns on your marketing investments. Faculty members provide a broad, unbiased, and sophisticated view of the impact of various marketing efforts in different industries, helping you assess both the short-term and long-term implications of each strategy.

In addition to class sessions and cases, participants wrestle with metrics through a “marketing dashboard” simulation. You will design a dashboard using a proprietary computer program and then use the dashboard to make resource allocation decisions. This is an ideal opportunity to experiment with different measures and see how they impact the way you guide your business. *Marketing Metrics* will also explore how traditional marketing measures—awareness, preference, loyalty, customer satisfaction, distribution levels, and market share—are linked to financial outcomes. Through these exercises and discussions, you will get a clear sense of the best marketing metrics to use as the central focus of the business.

IMPACT

Receive a sophisticated view of the impact of marketing efforts in different industries. Assess both the short-term and long-term implications of each marketing strategy. You will:

- Develop a measurement-based approach to allocating resources across your marketing portfolio and evaluating intangible assets, such as brand and customer satisfaction.
- Learn to evaluate the financial impact of marketing expenditures.
- Discover how to effectively allocate and support your budgets and communicate your successes.

PARTICIPANT PROFILE

This program is designed for marketing managers, product and brand managers, and chief marketing officers who are under increasing pressure to justify expenditures and demonstrate returns. The program is also ideal for finance executives charged with ensuring the overall profitability of their firms. For cross-functional impact, companies are encouraged to send their marketing and finance executives who will benefit from customized time with faculty advisors. Teams are welcome to use this time to discuss the competitive marketing landscape for their products or industries. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTOR



David J. Reibstein, PhD

*William Stewart Woodside Professor,
Professor of Marketing*

Dave Reibstein has conducted research into competitive

marketing strategies, e-commerce resource allocation, promotion evaluation, product variety, brand equity, and market segmentation. He has written numerous books, developed the ValueWar competitive simulation, and teaches marketing management and marketing research in the Wharton MBA program, where he has received numerous teaching awards, including national recognition for teaching among business school faculty in *BusinessWeek* and *Fortune*. He is co-academic director of Wharton's *Competitive Marketing Strategy* Executive Education program. He helped found Bizrate.com, a leading infomediary that has surveyed more than three million Internet customers, and was appointed to a new marketing task force for Major League Baseball called Major League Baseball in the 21st Century. He is the co-author of *Marketing Metrics: 50+ Metrics Every Executive Should Master* (2006).

TUITION

\$7,850

(includes lodging and all meals)

DATES AND LOCATION

May 12–16, 2008

Philadelphia, PA

Oct. 27–31, 2008

Philadelphia, PA

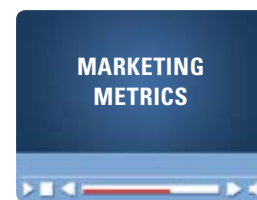
FOR INFORMATION AND APPLICATION

1.800.255.3932 (U.S./Canada)

+1.215.898.1776 (worldwide)

+1.215.898.2064 (fax)

execed@wharton.upenn.edu



Visit our website to watch the video.

DATES, TUITION, AND LOCATIONS

Jun. 2–6, 2008 ■ €7,900
Fontainebleau, France ■ INSEAD
(price does not include lodging)

Oct. 27–31, 2008 ■ €7,900
Singapore ■ INSEAD
(price does not include lodging)

Dec. 8–12, 2008 ■ \$8,950
Philadelphia, PA ■ Wharton
(price includes lodging and all meals)

FOR INFORMATION AND APPLICATION

1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
+1.215.898.2064 (fax)
execed@wharton.upenn.edu

Leading the Effective Sales Force

A Wharton INSEAD Alliance program

PROGRAM OVERVIEW

When people and resources are both scarce and expensive, every investment in your sales force must count. The sales force is a major growth engine for a firm, as well as a critical source of market feedback. Yet it is also a substantial investment—and one that can rapidly grow out of control. Stimulating the sales force while simultaneously controlling costs is the balance you must achieve. In this program, you will learn how to cut costs while increasing sales—by analyzing your sales calls, realigning territories, shifting product or market emphasis, reallocating salesperson time, and adjusting sales force size. You will explore how to motivate and compensate salespeople and third-party distribution channels through pay systems and organizational structures.

IMPACT

Gain analytical tools and computer-assisted data collection methods to improve sales force structure, deployment, and performance—without increasing head count or budgets. You will:

- Learn new ways to motivate and compensate your sales team.
- Understand the interplay between corporate strategy and sales strategy, and how to position your ideas successfully to senior management.
- Fine tune your strategies for measuring performance, allocating resources, and managing global distribution channels.

PARTICIPANT PROFILE

This course is appropriate for general managers who have sales force management responsibilities and for sales managers who are moving up in the sales organization. Recent participants have included managing directors, sales directors, vice presidents, and regional managers in telecommunications, manufacturing, pharmaceuticals, and aerospace, among other industries. A typical participant should spend at least 60 percent of his or her time managing some or all of a sales force. Managers who expect to move into this type of position would also benefit. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTORS

**Leonard M. Lodish, PhD**

*Samuel R. Harrell Professor,
Professor of Marketing
Vice Dean, Wharton West*

Len Lodish is a corporate director of Information Resources, Inc., and a pioneer in the use of decision support systems for improving the productivity of marketing decisions. His primary research is in the areas of strategic and tactical marketing resource allocation and marketing decision support systems. He has developed models and decision support systems that have been syndicated for worldwide use and has consulted for such companies as Merck, Procter & Gamble, and PepsiCo. He also leads Wharton's MBA Global Consulting Practicum.

**V. (Paddy) Padmanabhan, PhD**

*The INSEAD Chaired Professor of
Marketing, Professor of Marketing
INSEAD-Singapore*

V. Paddy Padmanabhan joined INSEAD in 2002 after four years on the faculty of the Olin School of Business, Washington University, and eight years at the Graduate School of Business, Stanford University. His research focuses on distribution channels, retailing, pricing, and services marketing and management. He has served as a visiting professor at the Kellogg Graduate School of Management, Northwestern University, and has consulting, executive teaching, and expert witness experience with companies ranging from Fortune 50 corporations to start-ups across Asia, North America, South America, and Europe.

Pricing Strategies: Measuring, Capturing, and Retaining Value

PROGRAM OVERVIEW

Pricing Strategies shows how to capture maximum value for your products or services. Grounded in Wharton's extensive research and industry best practices, the program guides you through a series of decision models for pricing and revenue growth management that you can use across diverse industries, product categories, and competitive landscapes. Explore complex pricing decisions such as new-product introductions, products with short lifecycles, dynamic pricing, and bundling products and services. You will factor in the lifetime value of your customers, their willingness to pay, price elasticity, your competitors' likely countermeasures, and your firm's level of tolerance for risk.

Through case studies, interactive simulations, faculty dialogue, and conversations with experienced colleagues, you will learn the right questions to ask when making pricing decisions. Return to your organization with powerful tools and innovative approaches for capturing maximum value.

IMPACT

Understand the fundamentals of pricing, and acquire a set of quantitative techniques for making profitable pricing decisions with session topics such as Value Pricing, Using Conjoint Analysis to Measure Price Sensitivity, and Managing Price Competition. You will:

- Understand customer willingness to pay and its relationship to pricing structures.
- Learn the latest pricing practices across diverse industries.
- Find pricing opportunities to distinguish your product or service.

PARTICIPANT PROFILE

This program is essential for anyone responsible for designing, evaluating, and implementing pricing strategies or for executives charged with ensuring the overall profitability of a product, brand, or firm. Specifically, mid- to senior-level executives in product development, marketing, or accounting and finance will benefit from this program. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTORS



Jagmohan S. Raju, PhD

*Joseph J. Aresty Professor,
Professor of Marketing*

Professor Raju is also the co-academic director of Wharton's *Competitive Marketing Strategy*

program and academic director of Wharton's *Essentials of Marketing* program. He teaches marketing management and pricing, pricing strategy, and mathematical models in marketing in Wharton's MBA program. He is the marketing editor of *Management Science*. Professor Raju is a leading authority in competitive strategy and pricing. His research interests include pricing, strategic alliances, new-product strategy, and coordinating multiple distribution channels.



Z. John Zhang, PhD

Professor of Marketing

Professor Zhang's research focuses on competitive pricing strategies and the design of pricing structures. He has published numerous articles on pricing issues such as measuring consumer reservation prices and price-matching guarantees.

Professors Raju and Zhang are currently working on a book tentatively titled *Pricing Strategies: Measuring, Capturing, and Retaining Value* (2008).

TUITION

\$6,250

(includes lodging and all meals)

DATES AND LOCATION

Jun. 23–27, 2008

Philadelphia, PA

Dec. 1–5, 2008

Philadelphia, PA

FOR INFORMATION AND APPLICATION

1.800.255.3932 (U.S./Canada)

+1.215.898.1776 (worldwide)

+1.215.898.2064 (fax)

execed@wharton.upenn.edu



Visit our website to
watch the video.

TUITION**\$6,650***(includes lodging and all meals)***DATES AND LOCATION**Jan. 28–30, 2008
Philadelphia, PAJun. 23–25, 2008
Philadelphia, PA**FOR INFORMATION
AND APPLICATION**1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
+1.215.898.2064 (fax)
execed@wharton.upenn.edu

Visit our website to
watch the video.

NEW!

Full-Spectrum Innovation: Driving Organic Growth

PROGRAM OVERVIEW

Profitable innovation is a dynamic process of continually creating new business models, improving customer experience, and opening new markets—as well as launching new products.

Delivered by Wharton faculty who are key thought leaders in innovation, this three-day workshop offers a full-spectrum view of innovation from a multidisciplinary perspective. Larry Houston of P&G and other innovation leaders will help you capitalize on the sweet spot among emerging trends, organizational capabilities, and unmet market needs.

Based on specific tools in a best practices innovation “toolkit,” this program will help leaders responsible for growth and innovation to better target innovation resources and improve processes for maximum impact.

IMPACT

This program offers a multidisciplinary view of successful innovation, from specific tools for immediate application to broader insights that will challenge the way you design innovation processes. You will:

- Target your innovation resources successfully, and improve your innovation processes to achieve the most impact.
- Develop a broad, well-grounded view of innovation that goes beyond products and technology into organizational issues and the design of innovation ecologies.
- Learn diverse approaches and best practices for encouraging innovation, including value innovation and “Connect & Develop” strategies.
- Rethink your “innovation DNA” to build and lead innovation across your organization.

PARTICIPANT PROFILE

This program is designed for leaders who are responsible for driving top-line growth and promoting innovation—including strategy leaders, managers of new businesses, chief innovation officers, chief technology officers, and product development leaders. Given the diverse perspectives of the program, it will offer fresh approaches to managers in many different areas, including marketing, technology, and sales. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTORS**George S. Day, PhD**

*Geoffrey T. Boisi Professor,
Professor of Marketing
Co-Director, Mack Center for
Technological Innovation
Director, Emerging Technologies
Management Research Program*

George Day’s areas of research are marketing, the management of new-product development, strategic planning, organizational change, and competitive strategies in global markets. Dr. Day is the author of 14 books in the areas of marketing and strategic management, including *The Market-Driven Organization* (1999). He has received numerous awards, including two Harold H. Maynard Awards for the best articles published in the *Journal of Marketing*.

**Roch Parayre, PhD**

Fellow, Aresty Institute of Executive Education

Roch Parayre has researched and consulted on decision making and scenario-based strategic management for clients such as 3Com, American Airlines, and MCI. He is managing director of executive development for Decision Strategies International, Inc., a management consulting firm, and is affiliated with Wharton’s Operations and Information Management Department. He also teaches in *Critical Thinking: Real-World, Real-Time Decisions* and other Wharton Executive Education programs.

Strategic R&D Management

A Wharton INSEAD Alliance Program

PROGRAM OVERVIEW

Research and development management has moved from the back office to center stage to leading edge. Gone are the days when a good R&D manager required only technical expertise. The drive for growth, the search for new ideas and new ways of doing things, and increasing competitive pressures have transformed the R&D function into one of primary strategic importance. This new role has radically changed relationships with other business functions, such as manufacturing, marketing, and finance.

Understanding the new lead that R&D is taking in successful companies is the focus of Wharton's *Strategic R&D Management*. Our premise is that R&D is integrated into the structure of the firm, with a goal of improving the management of R&D in relation to other functions, rather than within the function itself. Participants are not here to review the basics of R&D management, but to develop a new business perspective. They will discover the opportunities this new role offers and the challenges they will face. The program helps leaders of R&D organizations to place their work in the larger strategic and organizational environment. Faculty members provide tools to actively manage the relationships to other functions, giving participants a way to ensure that R&D plays a more strategic role in the firm.

IMPACT

Develop a new business perspective, as opposed to simply reviewing the basics of R&D management, through sessions such as Portfolio Management and Risk Analysis, Creativity and Innovation, and Partnerships and Alliances. This program will provide you with a way to:

- Ensure that R&D plays a more strategic role in the firm.
- Drive growth through improving innovation processes to create value for the firm.
- Strategically determine the allocation of resources to prioritize projects.

PARTICIPANT PROFILE

This program is designed for senior managers involved with innovation or with direct responsibility for R&D organizations. Project leaders, program managers, and directors at major research institutions, labs, engineering organizations, or development initiatives will also benefit. Companies are encouraged to send teams or cross-functional groups to leverage the value of the new learning tools and resources throughout the organization. Learn more about the benefits of sending cohorts on page 51.

ACADEMIC DIRECTOR



Christian Terwiesch, PhD

Associate Professor of Operations and Information Management

Christian Terwiesch is a leading thinker in the areas of information sharing, managing the R&D portfolio, project management, and business processes design. In addition to his research and teaching, Dr. Terwiesch is actively involved in industry, including consulting on forecast sharing in supply chains (Intel), product customization strategies (Dell), and information sharing in product development teams (BMW). He is the co-author of a new book, *Matching Supply with Demand*, a widely used text in operations management classes.

DATES, TUITION, AND LOCATIONS

Mar. 3–7, 2008 ■ \$8,750
Philadelphia, PA ■ Wharton
(price includes lodging and all meals)

May 5–9, 2008 ■ €7,900
Singapore ■ INSEAD
(price includes breakfast and lunch only, not lodging)

Jun. 15–20, 2008 ■ €7,900
Fontainebleau, France ■ INSEAD
(price includes breakfast and lunch only, not lodging)

Please visit our website for additional upcoming dates.

FOR INFORMATION AND APPLICATION

1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
+1.215.898.2064 (fax)
execed@wharton.upenn.edu



Visit our website to watch the video.

TUITION

\$2,755 per course

INFORMATION FOR INDIVIDUAL INQUIRIES

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INFORMATION FOR CORPORATE PROGRAMS

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Wharton Programs for Working Professionals

Wharton Programs for Working Professionals (WPWP) offers certificates of study specifically designed for working professionals who seek a world-class introduction to the fundamentals of business, marketing, entrepreneurship, human resource management, finance, and accounting.

These programs are designed for early- to mid-career professionals who have significant expertise in non-business-related areas, but who need to gain a broader business perspective and increase their understanding of specific business disciplines. Certificates require completion of four to six courses, each of which meets one evening per week or on Saturday for sixteen weeks. Each certificate can be completed in two to three semesters of study. Modified summer sessions are also offered.

CREDIT-EARNING COURSES AND CERTIFICATE FROM THE WHARTON SCHOOL

All courses are held on Wharton's Philadelphia campus and earn graded course credits from the University of Pennsylvania. Students achieve Wharton alumni status upon completion of a certificate. Participants come from the Philadelphia region, New York, and Washington, DC, as well as from major companies outside the U.S. All students must have a bachelor's degree. More than half of our participants have advanced degrees in their specific disciplines. Participants must have at least three years of work experience. Students may also apply to take individual courses without pursuing a certificate. For companies interested in sending students from locations other than Philadelphia, accelerated noncredit certificates can be customized to suit your industry or content needs.

APPLIED LEARNING SUITED TO THE NEEDS OF WORKING PROFESSIONALS

Faculty members are appointed by Wharton academic departments for both their subject area expertise and their ability to maximize the learning and networking opportunities that arise among our select, highly motivated group of participants. The emphasis is on applying concepts learned in the classroom to everyday managerial decision making. Our instructors provide a learning experience that allows participants to immediately apply new skills to the challenges faced in the workplace. Exercises and tests are designed to be flexible, allowing participants to choose how and when the work is done. Students have access to Wharton's Lippincott Library and online resources and tools.

MAXIMIZING THE VALUE OF TUITION ASSISTANCE PROGRAMS (TAPS)

Most students in the program qualify for their company's tuition reimbursement programs and many schools accept earned credits toward degree-program participation.

CERTIFICATE DETAILS

Wharton Programs for Working Professionals offers five separate programs of study, each leading to a post-baccalaureate certificate (students may also apply to take individual courses without pursuing a certificate):

- *Business Essentials Certificate*
(weekday evening or Saturday format)
- *Marketing Certificate*
- *Finance and Accounting Certificate*
- *Human Resource Management Certificate*
- *Entrepreneurship Certificate*

REQUIREMENTS

Programs are designed for college graduates who have a bachelor's degree and at least three years of work experience.

Information is subject to change.

FEATURES

- Access to Wharton faculty, resources, and special programs.
- Immediate application of concepts and projects to work issues.
- Flexible course configuration.
- Qualification for tuition reimbursement from most employers.
- Networking opportunities among participants who are dedicated, qualified professionals from a diverse range of industries.

PARTICIPANT PROFILE

- Professionals who have significant functional expertise in fields such as science or technology and whose careers would be advanced by a solid grounding in business disciplines.
- Early- to mid-career professionals who want to take a business course before applying to an MBA program.
- Entrepreneurs who want a formal understanding of business disciplines and core management concepts in order to grow their companies and support their business ventures.
- Managers within companies who have new, broader responsibilities and need a better understanding of different functional areas, such as marketing and finance.



“Shortly after graduating from the Wharton *Finance and Accounting Certificate* program, I landed a prestigious mechanical engineering position with GE. I highly recommend the Wharton Programs for Working Professionals to anyone seeking expanded responsibilities in their career.”

Glenn C. Gardner

Machinery Diagnostics Engineer, GE–Optimization Services, Bently Nevada, LLC

CORPORATE CERTIFICATES

Leading corporations know the value of investing in key employees and developing leaders. Attention to employee development is vital to achieving business impact. Wharton Programs for Working Professionals now offer corporate certificates with exactly this in mind. We create customized educational solutions that dovetail with your strategic objectives and drive results. Our for-credit corporate business certificate program provides your company cohort with the knowledge needed

to enhance performance while helping you attain your strategic goals.

A corporate certificate that is co-branded with Wharton can help you improve employee retention and build loyalty. Through applying theory to the practical management issues facing your company each day, your cohort will strengthen its network and build relationships across the company.

Upon completion of the certificate course work, eligible participants earn your co-branded Wharton

Certificate of Excellence and graded post-baccalaureate course credits from the University of Pennsylvania. We are happy to speak with you about how our programs fit within your tuition reimbursement policy.

CUSTOMIZED TO MEET:

- Your schedule
- Your choice of location
- Your business objective
- Your management development needs

Visit the WPWP website: <http://executiveeducation.wharton.upenn.edu/wpwp>

Industry Expertise

At Wharton Executive Education, you will work with experienced professionals who understand your business. Our industry groups are led by individuals with an average of 20 years of experience in that industry. When you are ready to collaborate on a custom educational solution, your Wharton program manager has knowledge of the issues facing organizations in your industry—and the skills needed to deliver an outstanding program that will provide a lasting impact on your organization.



Thomas J. Colligan

Vice Dean, Aresty Institute of Executive Education

Tom Colligan was appointed vice dean of Wharton Executive Education in September 2007. Prior to joining Wharton, Tom served as managing director in the Duke Corporate Education Global Learning Resource Network. He retired from PricewaterhouseCoopers as a vice chairman in June 2004 after 37 years with the firm. During his tenure at PwC, Tom served on the Governing Board and Management Committee, and, subsequent to the merger of Price Waterhouse and Coopers & Lybrand, developed the market strategy for PricewaterhouseCoopers. In his role as vice chairman, Tom was responsible for developing a firm-wide strategy for cultivating and deepening relationships with PwC's top 100 clients, representing \$1.5 billion in revenue. Tom has hands-on experience with issues of finance, growth, and execution in Fortune 500 firms.

In addition to his corporate responsibilities, Tom has served as a lead partner and trusted advisor to Fortune 500 firms in a number of industries including technology, telecommunications, pharmaceuticals, and consumer products. Prior to spearheading

the market strategy and the chairman's program, Tom had global responsibility at PwC for technology, infocomm, and entertainment for the audit business. During his tenure, he grew this practice from 18,000 to more than 22,000 professionals worldwide. He led his firm in handling large, complex, high-profile transactions, including the divestiture of AT&T, the merger of Bell Atlantic and Nynex (now Verizon), the IPO of Lucent, the spin-off of AT&T Wireless, the acquisitions of MediaOne and Liberty Media by AT&T, and numerous debt and convertible offerings at AT&T and Wyeth.

During his career, Tom has been directly responsible for the admission of more than 50 partners to PwC. Many of these partners are now in leadership positions, including industry leaders, office managing partners, and global leaders on major accounts. His passion for mentoring is manifested in training programs he implemented that focused on relationship development and client management. Tom is not only a financial expert, but also a professional supporting others who serve in financial leadership and financial expert positions. He currently serves on the boards of Schering Plough, Sharp Electronics, and Anesiva.

INDUSTRY PRACTICE LEADERS



FINANCIAL SERVICES



Lorraine Truten

Senior Director

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Lorraine Truten leads the financial services team, combining industry and educational design experience with investment and commercial banks, insurance providers, industry associations, and wealth management professionals. Lorraine served as president and chief executive of the MAS Funds group of institutional mutual funds and its distributor, MAS Fund Distribution, Inc. Lorraine led global teams in client service, internal consulting, and operations, and is a chartered financial analyst.

GOVERNMENT, EDUCATION, NONPROFITS, ASSOCIATIONS, AND PARTNERSHIP PROGRAMS



Sandhya Karpe

Senior Director
+1.215.898.5628
karpe@wharton.upenn.edu

Sandhya Karpe leads a team that partners with global clients in government, education, non-profits, and associations to design and deliver exceptional executive education programs. She is also responsible for programs involving Wharton and other schools. In addition, Sandhya is responsible for developing Wharton Executive Education's strategy in key emerging markets, including India and China. She has a strong academic and professional background in organizational behavior, learning and development, and human resources management. Sandhya has extensive international experience, having lived and traveled in North America, Europe, Asia, Africa, and the Middle East.

HEALTH CARE—HOSPITALS/HEALTH SYSTEMS, MEDICAL DEVICES, MANAGED CARE PROVIDERS, AND DIAGNOSTICS



Rosemary Bloser

Senior Director
+1.215.898.1657
rbloser@wharton.upenn.edu

Rosemary Bloser combines management education and industry expertise to work with organizations in the health care industry, including medical device manufacturers, hospitals/health systems, physicians, nurses, pharmacists and other clinical providers, insurers, distributors, and the Johnson & Johnson Family of Companies. Before joining Wharton Executive Education, Rosemary was the managing director for Health Care Management Executive Education at Penn's Leonard Davis Institute of Health Economics.

MANUFACTURING, TECHNOLOGY, ENERGY, CONSUMER PRODUCTS, AND RETAIL



Brian Jennings

Senior Director
+1.215.746.2434
jenninb@wharton.upenn.edu

Brian Jennings is responsible for a portfolio of customized executive education programs for senior audiences in the manufacturing, technology, and consumer products sectors. Before joining Wharton, Brian had an extensive career in the technology consulting industry, most recently with IBM Business Consulting Services (formerly PricewaterhouseCoopers), Accenture, and Deloitte & Touche.

OPEN ENROLLMENT



Rita McGlone

Senior Director
+1.215.898.6863
mcgloner@wharton.upenn.edu

Rita McGlone leads Wharton's open-enrollment business unit, where her experience in adult development and educational design has helped to shape a broad range of unique programs for individual executives and their companies. Her team is responsible for designing and launching new products that apply the latest business research and best practices to critical business issues. Rita's extensive experience in executive education includes serving as Director of Senior Management Programs and Director of Custom Programs at Wharton Executive Education. Before coming to Wharton, she was an independent consultant in organizational management strategies and systems.

PROFESSIONAL SERVICES, PHARMACEUTICALS, AND LEISURE



Judy McHugh

Senior Director
+1.215.898.1108
mchughj@wharton.upenn.edu

Judy McHugh is the leader of a team responsible for needs analysis, design, development, implementation, and follow-through of custom educational solutions for clients in the health care, professional services and leisure industries. Before joining Wharton, Judy was a business team executive for Strategic Management Group, Inc., a performance-improvement e-learning consultancy focused on classroom-based and distance-learning programs.

WHARTON WEST



Jennifer McElrath

Senior Director
+1.415.267.6316
mcelrath@wharton.upenn.edu

Based at Wharton West in San Francisco, CA, Jennifer McElrath is leading Wharton Executive Education on the West Coast, developing and supporting initiatives across product and service businesses. Prior to joining Wharton, Jennifer was a global executive for Fortune 200 multinationals in consumer products and electronics, managing operations and teams in IT, finance, strategy, and change. With a focus on leadership and career development, Jennifer transitioned from serving clients in executive search with Egon Zehnder to advising MBA students and alumni of the Wharton School, culminating in her role in Wharton Executive Education.

Industry Associations Programs

Visit our website for more details on these programs.

EDUCATION

The Learning Alliance

- *Strategies for Leadership and Change in Higher Education*
Contact: Bob Zemsky
+1.610.399.6601
zemsky@thelearningalliance.info

FINANCIAL SERVICES

Association of Investment Management Sales Executives

- *AIMSE Investment Institute*
Contact: Katie Wiesel
+1.215.573.5430

Institute for Private Investors

- *Private Wealth Management*
Contact: Libby Bassett
+1.212.693.1300

International Foundation of Employee Benefit Plans

- *Advanced Investments*
- *Portfolio Concepts and Management*
- *Hedge Funds, Real Estate, and Other Alternatives—Wharton West*
- *International Investing and Emerging Markets—Wharton West*
Contact: Mary Jo Bugembe
+1.267.373.7641

Investment Management Consultants Association (IMCA®)

- *Certified Investment Management Analyst Program (CIMA®)*
- *Investment Strategist Certificate*
- *Alternative Investments Certificate*
- *Endowments and Foundations Certificate*
Contact: +1.303.770.3377

FINRA Institute

- *FINRA Institute at Wharton Certificate Program for Regulatory and Securities Industry Professionals*
Contact: +1.212.858.4119
education@finra.org

Securities Industry and Financial Markets Association

- *Branch Management Leadership Institute*
Contact: John Maurello
+1.212.618.0541
- *Securities Industry Institute®*
Contact: Gloria Talamas
+1.212.618.0455

GAMING

- *The Wharton Program for Gaming Executives*
Contact: Katrina Clark
1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
execed@wharton.upenn.edu

HEALTH CARE

- *Wharton Nursing Leaders Program*
Contact: Katrina Clark
1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
execed@wharton.upenn.edu
- *Financial Management for Nurse Managers and Executives*
Contact: Katrina Clark
1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
execed@wharton.upenn.edu
- *Johnson & Johnson/Wharton Fellows Program in Management for Nurse Executives*
Contact: Meghan Mueller Creedon
+1.215.573.9443 (worldwide)
mmueller@wharton.upenn.edu
- *GlaxoSmithKline Executive Management Program for Pharmacy Leaders*
Contact: Megan Menone
+1.215.746.2435 (worldwide)
menonem@wharton.upenn.edu
- *CHIEF EXECUTIVE OPTOMETRIST™*
Contact: Katrina Clark
1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
execed@wharton.upenn.edu

HUMAN RESOURCES

- Society for Human Resource Management (SHRM)
- *Strategic Decision-Making in Human Resources*
Contact: Barbara Sadek
Director of Education
+1.703.548.3440
bsadek@shrm.org

INSURANCE

- American Institute for Chartered Property & Casualty Underwriters and Insurance Institute of America
- *Insurance Executive Development Program*
Contact: Gina Mazzulla
+1.610.644.2100, ext. 7846

The Council of Insurance Agents & Brokers

- *Executive Leadership Program*
Contact: Julia Kramer
+1.202.662.4435
julia.kramer@ciab.com

LIMRA International

- *The Leadership Journey*
Contact: Elizabeth Pite
+1.860.285.7776
epite@limra.com

INTERNATIONAL

Europe

- *ECR Europe Progressive Management Programme*
Contact: Stephanie Penning
Program Director,
Progressive Management Programme
International Commerce Institute of ECR Europe
+39-349-243-3706 or +44-7793-751-352
s.penning@btinternet.com
www.ecr-institute.org

Japan

- *Wharton/Hitachi Institute of Management Development Executive Program*
Contact: Yumi Wakayama, Director
wakayama@wharton.upenn.edu

Korea

- *Wharton/Korean Management Association CEO Institute*
Contact: Sandhya Karpe, Senior Director
+1.215.898.5628
- *LinkS—Leadership in the Knowledge Society*
Contact: Mette Laursen, Chief Executive Officer, LinkS ApS
+45 70 26 75 75 (phone)
+45 70 26 75 76 (fax)
info@linkslabs.com
www.linkslabs.com

LEADERSHIP

ASIS

- *Wharton/ASIS Program for Security Executives*
Contact: Katrina Clark
1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
execed@wharton.upenn.edu

Credit Union Executives Society (CUES)

- *CUES CEO Institute I: Scenario Planning and Change Management for Credit Union Executives*
Contact: Lucy Roidt
1.800.252.2664, ext. 5327 (U.S./Canada)
lucy@cues.org

National Business Travel Association
Foundation

- *Global Leadership Program*
Contact: Daphne Bryant
+1.703.739.3410, ext. 141

The University of Pennsylvania

- *Executive Program in Work-Based Learning Leadership*
Contact: Karen Fiala
+1.215.573.5434

MARKETING

Association of Investment Management
Sales Executives

- *AIMSE Investment Institute*
Contact: Katie Weisel
+1.215.573.5430

PHARMACEUTICALS

Windhover

- *Wharton/Windhover Program for Pharmaceutical and Biotech Executives*
Contact: Katrina Clark
1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
execed@wharton.upenn.edu

RISK MANAGEMENT

Risk Management Association (RMA)
and the Wharton Financial Institutions
Center

- *The RMA/Wharton Advanced Risk Management Program*
Contact: Mark Zmiewski, Director of
Strategic Learning and Research, RMA
+1.215.446.4085

TECHNOLOGY

Service & Support Professionals Association
(SSPA)

- *Wharton/SSPA Technology Support Services Management Program*
Contact: Trisha Bright, Vice President,
Member Programs
+1.408.354.7136, ext. 203
tbright@thesspa.com

“By attending this program, I was able to take away specific actionable ideas and strategies that I have infused into our organization. Our new product revenue stream has never been fuller.”

Eric Snyder

*Global Marketing Director, Tyco Electronics
Participant, Full-Spectrum Innovation: Driving
Organic Growth*

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Aetna, Inc.	CIT Group, Inc.	Heineken NV	McNeil Consumer Product
AGC America, Inc.	Citigroup, Inc.	Hershey Foods Corporation	Medco
Agilent Technologies, Inc.	The Clorox Company	Hewlett-Packard Company	Medtronic, Inc.
AllianceBernstein Holding LP	CNI	Hitachi, Ltd.	Merck and Company, Inc.
America-Mideast Educational & Training Services, Inc.	The Coca-Cola Company	Honeywell, Inc.	Merrill Lynch
American Express Company	Computer Sciences Corporation	HSBC	Microsoft Corporation
American Institute for Chartered Property Casualty Underwriters	ConocoPhillips	Humana, Inc.	Miller Brewing Company
American Standard Companies, Inc.	Cooper Health Systems	IBM	Mitsui and Company, Ltd.
American Wholesale Marketers Association	Cooper Industries, Ltd.	ICICI	Morgan Stanley
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Anheuser-Busch Companies, Inc.	Deere and Company	ING Group	National Bank of Kuwait SAK
AOL	Degussa AG	The Institute for Private Investors	The National Football League
ARAMARK Corporation	Del Monte Corporation	Intel Corporation	National Grid Transco
ArcelorMittal	Dell, Inc.	International Association of Amusement Parks and Attractions	National Institute of Development Administration
ASIS International, Inc.	DePuy Orthopaedics, Inc.	International Centre for the Study of East Asian Development	Nationwide Financial Services, Inc.
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Association of Investment Management Sales Executives, Inc.	Deutsche Post World Net	Investment Management Consultants Association	Nestle USA, Inc.
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AXA Advisors LLC	E.I. du Pont de Nemours and Company	Johnson & Johnson, Inc.	Nortel Networks Corporation
BAE Systems	eBay, Inc.	JPMorgan Chase Bank	Northrop Grumman Corporation
Bank of America Corporation	ECR Europe	Juniper Networks, Inc.	Novartis Corporation
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Barclays PLC	Eli Lilly and Company	Kimberly-Clark Corporation	Nykredit Bank
BASF Corporation	Ericsson, Inc.	KMAC	Oracle Corporation
Bayer Corporation	Ernst & Young International	Kohler Company	Owens Corning
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The Boeing Company	Federal Reserve Bank	Lee Hecht Harrison LLC	Pfizer, Inc.
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Bristol-Myers Squibb Company	Fidelity Investments Institutional Services Company, Inc.	Lend Lease	Pitney Bowes, Inc.
Bryan Cave LLP	Financial Industry Regulatory Authority	LexisNexis Group	PricewaterhouseCoopers
Campbell Soup Company	First Caribbean International Bank Jamaica, Ltd.	LG Electronics, Inc.	Prince Sultan University
Careerbuilder, Inc.	Fluor Corporation	Liberty Mutual Insurance Company	Principal Financial Group, Inc.
Caterpillar, Inc.	FMC Corporation	LIMRA International	Professional Convention Management Association
CEIBS	Ford Motor Company	Lincoln Financial Advisors Corporation	Professional Dairy Producers of Wisconsin
Celanese AG	Freddie Mac	LinKS	Prudential Financial, Inc.
Centocor, Inc.	Fujitsu Limited	Lockheed Martin Corporation	PSE&G
Cheil Communications America, Inc.	GAF Materials Corporation	Lucent Technologies, Inc.	PT Caltex Indonesia
Cheung Kong Graduate School of Business	Gap, Inc.	Marriott International, Inc.	Quad-C Management, Inc.
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- Marketing—its impact on consumer behavior and the bottom line.

Visit <http://executiveeducation.wharton.upenn.edu/ebuzz.cfm> to subscribe to *Wharton@Work*.



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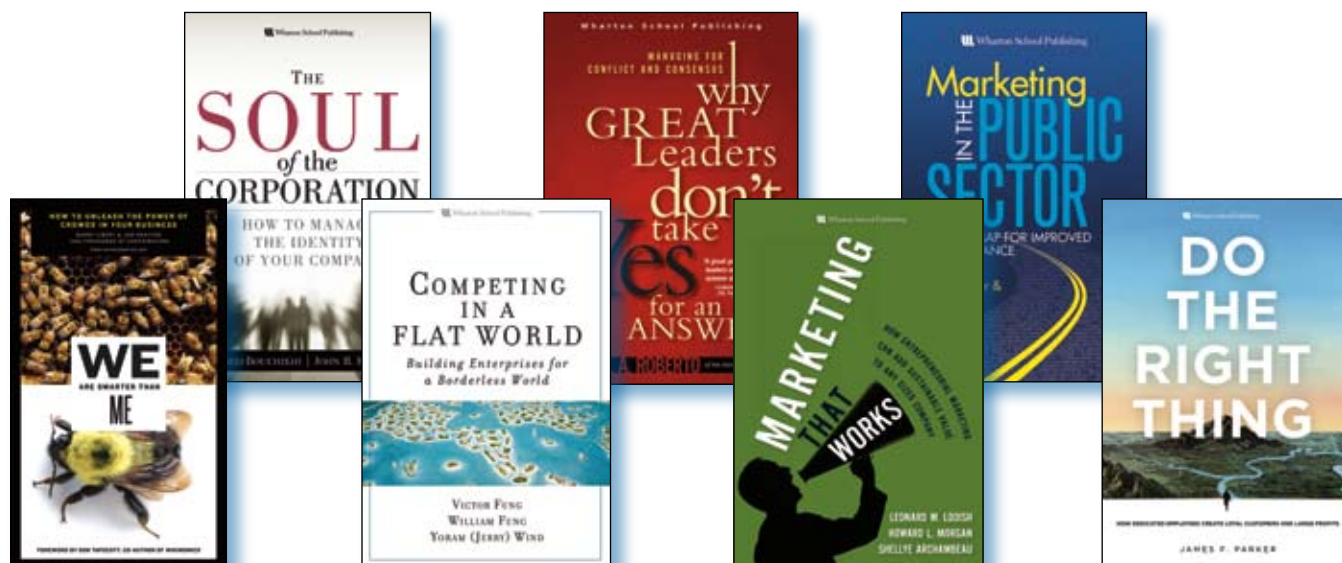
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APPLICATION

An application form for programs listed on pages 8–9 and 11–39 of this catalog is enclosed.* Completed applications should be submitted as early as possible to ensure a place in the class.

CONTACT WHARTON

Mail or fax applications to:
Wharton Executive Education
255 South 38th Street
Philadelphia, PA 19104.6345
+1.215.898.2064 (fax)

To speak with a Wharton program consultant about any of our programs or to apply:
1.800.255.3932 (U.S./Canada)
+1.215.898.1776 (worldwide)
+1.215.898.2064 (fax)
execed@wharton.upenn.edu

Visit our current website to apply online or access more detailed information about our programs:
<http://executiveeducation.wharton.upenn.edu>

*The Advanced Management Program and the Executive Program in Work-Based Learning Leadership require additional application materials not included with this catalog. Please contact salamannr@wharton.upenn.edu.

Application and General Information

ADMISSIONS CRITERIA

Admission is limited to senior and middle-level executives. Applications are subject to acceptance by Wharton Executive Education. The University of Pennsylvania values diversity and seeks talented students, faculty, and staff from diverse backgrounds. The University does not discriminate on the basis of race, color, sex, sexual orientation, gender identity, religion, national or ethnic origin, age, disability, or status as a disabled or Vietnam-era veteran in the administration of its educational policies, programs, or activities, admissions policies and procedures, scholarship and loan programs, employment, recreational, athletic, or other University-administered programs.

Questions or concerns regarding the University's equal opportunity and affirmative action programs and activities or accommodations for people with disabilities should be directed to the Executive Director, Office of Affirmative Action & Equal Opportunity Programs, Suite 228, 3600 Chestnut Street, Philadelphia, PA 19104.6106 or +1.215.898.6993 (voice) or +1.215.898.7803 (TDD).

TUITION

Tuition is due and payable upon acceptance into the program. Payment may be made by Visa, MasterCard, American Express, company purchase order, wire transfer, or check. Checks should be made payable to the "Trustees of the University of Pennsylvania." Prices are subject to change without notice. Once your payment is complete, you can expect to receive specific information and materials on preparation and logistics approximately three weeks before the program start date.

For California residents only: Any questions or problems concerning the School that have not been satisfactorily answered or resolved by the School should be directed to the Department of Consumer Affairs, Bureau of Private Postsecondary and Vocational Education, 400 R Street, Suite 5000, Sacramento, CA 95814 or +1.916.445.3427.

We are registered with the State of California. Registration means we have met certain minimum standards imposed by the state for registered schools on the basis of our written application

to the state. Registration does not mean that we have met all of the more extensive standards required by the state for schools that are approved to operate or licensed, or that the state has verified the information we submitted with our registration form.

Special enrollment conditions apply to California residents. Information will be provided upon registration. Please contact a program consultant for a California Resident Enrollment Form at 1.800.255.3932 (U.S./Canada) or by e-mail at execed@wharton.upenn.edu.

CANCELLATION OF REGISTRATION

Cancellations must be received in writing. Cancellations received more than 45 days prior to a program's start date will incur a charge of 10 percent of full tuition; for cancellations received between 7 and 45 days prior to a program's start date, 30 percent of full tuition will be charged. Cancellations received less than 7 days prior to a program's start date will incur a charge of 100 percent of full tuition. If a registrant fails to attend without notification, or if a withdrawal occurs on or after a program start date, full tuition will be forfeited.

TRANSFER OF REGISTRATION OR REFUND

Participants needing to transfer to another Wharton Executive Education program can do so within one year of the start date of the original program. Requests to transfer received 7 to 45 days prior to the start date will incur a charge of 20 percent of the full tuition; requests received within 7 days will incur a charge of 30 percent of the full tuition. The remaining balance can be applied to another Wharton Executive Education program, or refunded, within one year of the original program date.

Please note that 100 percent of the full tuition will be forfeited if one of the following occurs:

- The registrant does not enroll in another program within one year of the original start date.
- The registrant has not requested a refund within one year of the original start date.
- The registrant transfers more than two times.

SUBSTITUTION

If a request to substitute a registrant is received in writing 5 days prior to a program's start date, Wharton may, at its sole discretion, permit the substitution at no additional charge if the candidate is qualified.

Time	Cancellation Penalty	Transfer Penalty	Participant Substitution Penalty
More than 45 days notice	10%	0%	0%
7 to 45 days notice	30%	20%	0%
Less than 7 days notice	100%	30%	0%

ADDITIONAL POLICIES

Application, withdrawal, transfer, and discount policies apply only to Finance, Leadership, Marketing, Strategy and Management, and Innovation programs and some Senior Management Programs. Different policies are in place for Custom Programs, the *Executive Program in Work-Based Learning Leadership*, and the *Advanced Management Program*. Please see their respective pages for contact information.

GROUP BENEFITS

Companies receive additional benefits by sending more than one person to a single Wharton open-enrollment program.

Companies often increase their return on investment by sending several people from their organization to a single open-enrollment program. These teams can begin working together on company-specific challenges during the program and carry this work back to the organization for immediate business impact. Participants also return with common frameworks and language, making it easier to apply insights from the program.

Wharton offers a choice of two benefits to organizations that send four or more managers to a single program:

- A 10 percent tuition benefit for each participant, or
- Three hours of customized time with faculty advisors to address the firm's specific challenges.

To develop these faculty sessions, our program-design teams work with the company to understand its needs and identify the best faculty members to address these challenges.

For groups of eight or more participants, we can offer additional opportunities for customization. Please contact Deb Giffen at +1.215.898.2459 or giffend@wharton.upenn.edu to arrange a free consultation with our design team.

These benefits offer your organization the best of both worlds—the powerful solutions of Wharton's executive programs plus customization designed to meet the needs of your specific business challenges.

PROFESSIONAL CREDIT

The Wharton School's Aresty Institute of Executive Education is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accounting have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN, 37219-2417. (Website: www.nasba.org). In accordance with NASBA guidelines, all of our programs have a group-live instructional method.

If you require CPE credits, please contact a program consultant who can tell you the number of credits for each program. In addition, some programs offer CME, CLE, or CNE credits, when appropriate. Contact a program consultant for details.

WHARTON INSEAD ALLIANCE

Open-enrollment programs offered in Philadelphia or San Francisco are handled through Wharton. The enrollment process follows the same procedure as our Philadelphia-based programs, and you may enroll online or by mail or fax. Program consultants are available to answer any questions.

Programs offered in Fontainebleau or Singapore are handled through INSEAD. Participants must contact INSEAD directly to enroll in European- and Asian-based programs. Please visit the website at <http://www.insead.edu/executives>.

INSURANCE COVERAGE

The University requires all students/participants to maintain insurance for medical care, illness, and injury and is not responsible for medical expenses incurred while attending a program. Please make sure that any private insurance provides coverage valid in the United States.

TRANSPORTATION

The Steinberg Conference Center is easily accessible by Amtrak's Northeast Corridor trains and by airplane and taxi. We strongly recommend against renting a car since parking in the vicinity of the Conference Center is limited. Detailed transportation information will be mailed with confirmation materials. For more details, visit our website at <http://executiveeducation.wharton.upenn.edu>.

FLUENCY IN THE ENGLISH LANGUAGE

All participants must be able to comprehend and converse in English. For participants whose native language is not English, the University of Pennsylvania's English Language Program facilitates the transition to an intensive, all-English environment with special courses for Wharton Executive Education participants. Please call +1.215.898.8681, visit <http://www.sas.upenn.edu/elp/> or e-mail elp@sas.upenn.edu.

A Place to Learn

PHILADELPHIA

Located between New York and Washington, Wharton's Philadelphia campus is accessible to most major cities around the world. The birthplace of American democracy, Philadelphia is the fifth largest city in the nation, with 1.5 million residents. A commercial, banking, insurance, and transportation center, Philadelphia has one of the largest freshwater ports in the world.

A cultural nucleus since the 18th century, Philadelphia is home to many artistic, musical, and scientific societies and has more than 30 universities and institutions of higher learning. Cultural institutions include the Pennsylvania Academy of the Fine Arts, the Philadelphia Museum of Art, the Opera Company of Philadelphia, and the world-class Philadelphia Orchestra. The city also boasts some of the best—and most culturally and ethnically diverse—restaurants in the U.S. In fact, *National Geographic Traveler* magazine recently named Philadelphia its “next great city.”



THE STEINBERG CONFERENCE CENTER, PHILADELPHIA

Wharton Executive Education programs are fully supported in the Steinberg Conference Center with state-of-the-art integrated technology throughout an extensive network of classrooms and conference rooms, including 15 video- and computer-networked case-study rooms.

As a guest in the Steinberg Conference Center, participants will be indulged at every turn with premium amenities, including:

- Plush guestrooms with private baths, and equipped with networked Pentium-class PCs
- Gourmet dining facilities
- An evening cocktail lounge
- A fully equipped aerobic fitness center
- Attentive services from an expert, dedicated staff
- Concierge services to assist with travel arrangements and other conveniences



Along with catering to our guests' creature comforts, Wharton surrounds them with an impressive collection of late 20th-century works of art in the Balser Art Collection, housed in the Steinberg Conference Center. This collection features more than 300 pieces across a broad range of contemporary styles, and includes works by Josef Albers, Salvador Dali, Joan Miro, Philip Pearlstein, and Andy Warhol.

WHARTON WEST, SAN FRANCISCO

Wharton West is a state-of-the-art educational facility located in the historic Folger Building in San Francisco's financial district, and a brief stroll from the Embarcadero, the city's spectacular waterfront promenade. The facility includes two 55-seat amphitheaters, a 96-seat classroom, as well as dining space, team breakout rooms, and faculty and administrative offices. In addition to bringing many Wharton faculty members to Wharton West, the facility is connected to Philadelphia and the world, with video conferencing in every classroom and study room.



The tuition fee does not include lodging in San Francisco. The Wharton School has reserved a block of rooms at the new Omni Hotel in San Francisco's financial district; a discounted rate is available for single or double occupancy. Participants must contact the hotel directly to make a reservation at least four weeks prior to the program's start date. After this time, the hotel cannot guarantee accommodations.

For reservations, please call the Omni San Francisco at +1.415.677.9494, or e-mail infosanfrancisco@omnihotels.com. Please include your name, telephone number, arrival and departure dates, and your room requirements. A hotel representative will contact you for your credit card information. Identify yourself as a registrant in a Wharton Executive Education program to obtain the reduced rate.



ABOUT THE WHARTON SCHOOL

The Wharton School of the University of Pennsylvania—founded in 1881 as the first collegiate business school—is recognized globally for intellectual leadership and ongoing innovation across every major discipline of business education. The most comprehensive source of business knowledge in the world, Wharton bridges research and practice through its broad engagement with the global business community. The School has more than 4,600 undergraduate, MBA, executive MBA, and doctoral students and an alumni network of more than 82,000 graduates.

Each year, Wharton Executive Education works with more than 10,000 business leaders on its campus in Philadelphia, at Wharton West in San Francisco, and at sites around the world. The Wharton Learning Continuum is our model for delivering Impact Through Education®—supporting companies and individuals in our 200+ custom and open-enrollment programs.

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