UF-UFPR MANAGEMENT LEADERSHIP PROGRAM

At the University of Florida in Gainesville, Florida

October 12th – 23rd, 2015

PROGRAM OVERVIEW

In today’s dynamic and fast-changing markets, approaching entrepreneurship as a manageable process, having acumen for finance fundamentals and their implications in decision-making, and having knowledge, skills, and strategies for managing marketing (new product development and brand), and having leadership skills are all crucial for successful business managers. Along with 8 modules of Entrepreneurship covering critical functions and processes of business operations, area experts in strategy, marketing and product development, branding, finance, and leadership teach and share their experiences. This twelve-day’s rigorous curriculum is designed to help business professionals realize their leadership potential with concepts, tools, processes, and strategic insights to entrepreneurship, marketing, branding, and finance along with technical company visits.

SHORT COURSES

- Entrepreneurship
- Leadership
- Strategy
- Finance Fundamentals for Managers
- Marketing Management
- Brand Management

UF-UFPR Program Coordinator, Hyunjoo Oh, Ph.D.
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ABOUT THE UNIVERSITY OF FLORIDA IN GAINESVILLE, FLORIDA

With an enrollment of nearly 50,000 students annually, UF is home to 16 colleges and more than 150 research centers and institutes.

Florida’s leading university traces its beginnings to a small seminary in 1853. It opened its doors in Gainesville in 1906 with 102 students. Today, it is one of the most comprehensive and academically diverse universities in the nation.

Since 1985, UF has been a member of the Association of American Universities, the higher-education organization comprising the top 62 public and private institutions in North America.

UF offers 200 graduate degree programs, and is a leader in developing innovative ideas, ranking 8th among all universities—public and private—in the number of U.S. patents awarded in 2011.

The University of Florida is also a pacesetter in educating students from diverse backgrounds, with nearly 15,000 minority students.

By the Numbers

- UF has nearly 4,000 faculty members with distinguished records in teaching, research and service, including 37 Eminent Scholar chairs and 42 faculty elections to the National Academy of Sciences, Engineering, the Institute of Medicine, or the American Academy of Arts and Sciences.
- UF ranked fourth in the number of start-up companies created in 2012.
- UF’s annual economic impact on the state of Florida exceeds $8.76 billion.
- UF activities generate an estimated 106,118 statewide jobs, including more than 41,000 university employees and those employed by supporting businesses.
- Every state dollar appropriated to the University of Florida results in a $15 return on investment.
- More than 367,000 alumni are located throughout the world. University of Florida graduates can be found in all 50 states and more than 135 countries, truly demonstrating that the Gator Nation is everywhere.
- UF alumni include at least nine former Florida governors, two Nobel Prize laureates, eight NASA astronauts, eight former U.S. ambassadors, and dozens of professional and amateur athletes.
EMINENT SCHOLARS IN EXECUTIVE EDUCATION

These distinguished faculty members teach core classes of UF Executive MBA programs. The UF MBA program is ranked high nationally (#3 overall in the latest US News & World Report rankings of MBA programs) and internationally (#14 among all global EMBA programs) because of high quality of faculty members and their teaching quality.

Dr. Michael H. Morris, the Academic Director of the Entrepreneurship Program and George and Lisa Etheridge Professor

Dr. John Kraft, Dean of Warrington College of Business Administration

Dr. Joel Houston, the John B. Hall Professor of Finance and Chair of the Department of Finance, Insurance and Real Estate

Dr. Joe Alba, Distinguished Professor of Marketing, James W. Walter Eminent Scholar Chair in Entrepreneurship, and chair of the Department of Marketing

Dr. Richard Lutz, the JCPenney Professor of Marketing

Dr. Philip Podsakoff, the Brian R. Gamache Visiting Professor in the Department of Marketing
TECHNICAL COMPANY VISITS

STARTER SPACE
CONNECT • COLLABORATE • CREATE

Signature Brands, LLC

Walgreens

and other selected store visits for in-store marketing and visual merchandising
ENTREPRENEURSHIP AND THE ENTREPRENEURIAL MINDSET

BY DR. MICHAEL MORRIS

Course description:

Entrepreneurship is about transforming people, organizations, markets, industries and societies. It is a source of empowerment and advantage, and applies in both start-up and corporate contexts, and in non-profit and for-profit organizations. Importantly, entrepreneurship is a mindset that individuals bring to many facets of their professional and personal lives. In this course, we explore the entrepreneurial mindset and examine entrepreneurship as a manageable process. Unique entrepreneurial competencies are identified that can enable the entrepreneur to successfully overcome uncertainty, ambiguity, chaos and the many inherent obstacles when one is attempting to launch new ventures and concepts. We examine opportunity recognition, the development of viable business models, approaches to resources, implications of technology, the manner in which successful ventures emerge, types of entrepreneurs and types of ventures, ways to encourage entrepreneurial behavior at the individual and organizational levels, and exit strategies, among other topics.

Dr. Michael H. Morris holds the George and Lisa Etheridge Professorship at the University of Florida, where he is the Academic Director of the Entrepreneurship Program. He previously was the N. Malone Mitchell Chair and founded the School of Entrepreneurship at Oklahoma State University, and before that launched the Department of Entrepreneurship at Syracuse University. The entrepreneurship programs he has built at different universities have been ranked in the top ten nationally and received global recognition for excellence. Dr. Morris is a pioneer in curricular innovation and experiential learning. His entrepreneurial outreach efforts have facilitated the development of hundreds of ventures, and he has started three ventures of his own. Professor Morris is the director of the Experiential Classroom, founded in 1999, which shares best practices in entrepreneurship education with faculty from around the globe. He annually coordinates the Entrepreneurship Empowerment in South Africa Program, where faculty and students assist historically disadvantaged entrepreneurs build their companies. He has authored 11 books and published over 130 articles in peer-reviewed journals. He co-edits the Prentice-Hall Entrepreneurship Series, and is editor emeritus of the Journal of Developmental Entrepreneurship. Dr. Morris is a Past President of the United States Association for Small Business and Entrepreneurship (USASBE), and has chaired the American Marketing Association's Entrepreneurship & Marketing Taskforce. A former Fulbright Scholar, Dr. Morris was selected as a top twenty entrepreneurship professor by Fortune Small Business, and received the Leavey Award from the Freedoms Foundation for impacting private enterprise education. USASBE recognized him as Entrepreneurship Educator of the Year in 2012.
Strategy
By Dr. John Kraft

Session description:

The session focuses on strategic challenges faced by business organizations in developing a business model. The topics will focus on industry analysis, competitive advantage, and strategies associated with strategic positioning of the firm in the market place.

Dr. John Kraft has served as Dean at the University of Florida since 1990. From 1986 to 1990, he was dean at Arizona State University. Dr. Kraft was a Brookings Institution Economic Policy Fellow. In addition, he has held positions at several federal agencies such as the Department of Energy, Department of Housing and Urban Affairs, Department of Interior, Price Commission, and National Science Foundation. A member of the Board of Directors of Beta Gamma Sigma, Kraft has also served on the Board of Directors of Citibank of Arizona, Greyhound Financial Corporation (a subsidiary of the Greyhound-Dial Corporation), and Kroy, Inc. He has served as President of the Arizona State University Research Park and as Director of Arizona State University Research Institute, the Washington Campus, The Economics Club of Phoenix, and Inroads/Phoenix. He holds a Ph. D. in Economics from the University of Pittsburgh. He is a Director of the University of Florida Foundation, and a Director of the Division of Sponsored Research. In addition, his research has been published in Applied Economics, Decision Sciences, Journal of Econometrics, Journal of Finance, Journal of Money Credit and Banking, Journal of Regional Science, Review of Economics and Statistics, and Regional Science and Urban Economics.
Session description:

This session will consider product development from a marketing perspective. The stages of product development that are emphasized will include idea generation, product design, and forecasting. In each case, the consumer will be placed at the center of the discussion. This perspective is advantageous for marketers and engineers alike. Evidence indicates that when product development revolves around the consumer, the probability of new product success increases.

Dr. Joseph W. Alba is Distinguished Professor of Marketing, James W. Walter Eminent Scholar Chair in Entrepreneurship, and chair of the Department of Marketing at the University of Florida Warrington College of Business Administration, where he has been faculty member since 1981. His research focuses on decision making, brand equity, product design, and pricing. He is a recipient of the Journal of Marketing MSI/Paul Root Award, the AMA Louis Stern Award, the Sheth-JCR Foundation Award, has twice been the recipient of the Journal of Consumer Research Outstanding Article Award, and has twice been a finalist for the Journal of Marketing Research O’Dell Award. He is a Fellow of the Society for Consumer Psychology, the American Psychological Association, and the Association for Consumer Research. He has received the Distinguished Scientific Contribution Award from the Society for Consumer Psychology and the Paul D. Converse Award from the American Marketing Association and was named a Research Foundation Professor by the University of Florida. He is a past President of the Association of Consumer Research and a former associate editor of the Journal of Consumer Research. He has served on the editorial boards of the Journal of Marketing Research, Journal of Marketing, Journal of Consumer Research, Journal of Consumer Psychology, International Journal of Research in Marketing, Journal of Behavioral Decision Making, Journal of Retailing, and Marketing Letters. He has received Outstanding Reviewer Awards from the Journal of Marketing, Journal of Consumer Psychology, and the Journal of Consumer Research. His teaching focuses on marketing strategy and new product development in the UF MBA and Executive MBA programs. He is the recipient of more than a dozen MBA Outstanding Teacher Awards, and his PhD students have won several Ferber JCR Dissertation Awards and John Howard AMA Dissertation Awards.
Session description:

This session will provide a broad introduction to the world of finance. Building upon basic finance concepts such as the time value of money, risk and return, and security valuation, we will demonstrate how these concepts apply to a wide range of corporate decisions. Along the way, students will also explore the various quantitative tools for analyzing financial problems. By the end of the session, students should have a solid understanding of the role of finance within the organization and the guiding principles for enhancing firm value.

The specific topics include:

Segment 1: Strategic significance of financial performance
- Goals of private and public firms
- Shareholder expectations and the role of corporate governance
- Stakeholder expectations
- Role and importance of financial and non-financial objectives

Segment 2: Analyzing financial statements
- An overview of key financial statements
- Using financial statements to evaluate financial performance
- Shortcomings of using financial statements to analyze profitability and performance

Segment 3: Valuation Principles
- How do firms create economic value?
- Establishing the proper incentives for value creation
- An overview of the DCF model for estimating value
- Applications

Segment 4: Risk and Return
- The tradeoff between risk and return
- Measuring risk and return
- Financial models for pricing risk

Segment 5: Raising Capital
- Factors influencing the availability of capital
- Factors influencing the cost of capital
- The effects of debt financing
- The optimal mix of debt and equity financing

Segment 6: Investing Capital
- Criteria for evaluating corporate projects: NPV, IRR and payback
- Estimating project CFs
- Estimating project risk
- Allocating capital within large organizations

Dr. Joel Houston is the John B. Hall Professor of Finance at the University of Florida. He received his M.A. and Ph.D. in Business Economics from the Wharton School at the University of Pennsylvania, and his undergraduate degree from Franklin and Marshall College. Prior to his appointment at the University of Florida, Dr. Houston was an Economist at the Federal Reserve Bank of Philadelphia. Professor Houston teaches introductory finance in the Traditional, Executive and Internet MBA programs. He also teaches a course entitled Measuring and Managing Value for MBAs and other graduate business students. His research focuses on the International links between capital market development and organizational structure, the role of banks in the capital acquisition process, executive compensation in banking, mergers and acquisitions in the banking industry, corporate governance, international banking and the structure of corporate debt. He is the Associate Editor of the Journal of Financial Services Research, the Journal of Money, Credit and Banking, and the Journal of Financial Economic Policy. He has also co-authored "Fundamentals of Financial Management" along with Eugene Brigham.
LEADERSHIP
BY DR. PHILIP PODSAKOFF

Session description:

The objective of this session is to enhance your understanding of what makes leaders effective in organizational settings by (a) exploring the criteria of leadership effectiveness, (b) identifying leader behaviors that make a difference, and (c) exploring how you can improve your own leadership “style.” Within this context, the major focus of this session is to:

▷ Identify the team leader’s criteria for success (the team leader’s “balanced scorecard”)
▷ Pinpoint a set of key behaviors that increase a team leader’s effectiveness
▷ Learn the differences between “outcome” and “process” visions
▷ Learn how to develop the trust and confidence of other team members.
▷ Develop an understanding of some of the key factors that leaders need to do to build an effective team
▷ Practice the skills and techniques needed to improve leadership effectiveness

Dr. Philip M. (Phil) Podsakoff is the Brian R. Gamache Professor in the Warrington College of Business Administration at the University of Florida, and the former John F. Mee Chair of Management at Indiana University’s Kelley School of Business. He received his doctoral degree at Indiana University, and joined the faculty at the Kelley School after teaching for two years at Ohio State University.

Phil is a Fellow of the Society for Industrial and Organizational Psychology and the Academy of Management, where he has served as a Chair of the Research Methods Group. His major research interests include transformational leadership processes, “substitutes for leadership,” the antecedents and consequences of organizational citizenship behaviors, and issues in field research methodologies. He is the author of over 50 scholarly book chapters and articles, and according to the Institute of Scientific Information he is the author of two articles that are among the 10 most-cited articles published in the field of management. Both of these articles have been cited more than 3,500 times. In addition, he has been recognized as one of the three “Most Highly-Cited Authors” in Management during the past 30 years. His research has been cited a total of over 18,000 times in the Web of Science. Phil is a former associate editor of the Journal of Applied Psychology (JAP), and presently serves as a member of the editorial review boards of the Organizational Behavior and Human Decision Processes, Journal of Applied Psychology, Journal of Management, Personnel Psychology, and The Leadership Quarterly.

Phil has received over 45 teaching awards at all levels (national, university, alumni, executive education, Ph.D., MBA, and undergraduate); and he has taught in over 500 executive education programs in the United States, Europe, South America, and Asia. Among the organizations that he has taught for consulted with are: General Electric, Eli Lilly, Ashland Chemical Co., Ashland Oil Co., Kimball International, Marathon Oil Co., Allison Engine, Arvin Industries, Georgia Pacific, Prudential Insurance Company of America, Elanco, State Farm Insurance, James River Corporation, and Price Waterhouse Coopers. As part of his executive education teaching, he served for five years in the 1990s as the coordinator of the leadership component of a program sponsored by USAID that was designed to teach business leaders in Hungary, Poland, and the Czech Republic as these countries moved from a controlled to a free economy.
Session description:

Managing brands is not easy, and there are no simple answers or magic bullets. But there is sophisticated thought and technique. Brands have value and meaning and must be managed well or else they will suffer. This session covers the management of brand equity by focusing on what brands are, how they work, and how to apply sophisticated brand knowledge to any managerial situation with a practical case example.

**Dr. Richard Lutz** is the JCPenney Professor of Marketing at the University of Florida. He holds a PhD in Marketing from the University of Illinois. Dr. Lutz teaches an undergraduate principles of marketing course and an MBA course on the management of brand equity. Dr. Lutz has also published over 80 articles, books and chapters, primarily in the area of consumer attitudes and response to advertising. His current research addresses consumer escapism, consumer brand relationships and co-creation, and crowdsourcing. Dr. Lutz is on the editorial board of the Journal of Advertising Research, the Journal of Consumer Research, the Journal of Consumer Psychology, and the Journal of Academy of Marketing Science. He was the past president of the Association of Directors of Doctoral Programs in Business and the Association for Consumer Research. He was awarded the AMA/Irwin/McGraw-Hill Distinguished Marketing Educator Award, and the Sherwin-Williams Distinguished Teacher from the Society for Marketing Advances. Dr. Lutz was previously on the faculty of the UCLA Graduate School of Management.
SCHEDULE

10/12 MON 10/13 TUE 10/14 WED 10/15 THU 10/16 FRI

AM
Entrepreneurship 1
By Michael Morris

Entrepreneurship 2

Finance
By Joel Houston

Entrepreneurship 3

Entrepreneurship 4

PM
Strategy
By John Kraft

Marketing and Product Development
By Joe Alba

Finance

Guided Store Visit
(in-store marketing communications and visual merchandising)

Free

10/19 MON 10/20 TUE 10/21 WED 10/22 THU 10/23 FRI

AM
Entrepreneurship 5

Entrepreneurship 6

Leadership
By Philip Podsakoff

Entrepreneurship 7

Entrepreneurship 8

PM
Branding
By Richard Lutz

Company Visit

Leadership

Company Visit

Program certificate award luncheon

PROGRAM DATES AND FEE

Sunday, October 11th (Reception) – Friday, October 23rd, 2015

- B Program fee*: $3,500 per person
  (hotel accommodation not included)

  *Includes program materials, break refreshments, welcome reception, two lunches, and transportation to technical company visits, and program certificate award luncheon.

- B Accommodations: Single occupancy ($1,186; $89 per night + tax 11%) or Double occupancy ($600; $45 per night + tax 11%) - Reitz Union Hotel (www.union.ufl.edu/unionhotel). Hotel payment to be made individually upon check-in.

  Reitz Union Hotel is conveniently located on UF Campus within walking distance to class. Visit their website or call (352) 392-2151 for hotel information.

- Minimum number of enrollment: 25

- Estimated individual total costs: About $4,200 per person with double occupancy

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