

# Registration Form

Name \_\_\_\_\_  
Social Security Number \_\_\_\_\_  
Home Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Organization/Company \_\_\_\_\_  
Title \_\_\_\_\_  
Business Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Telephone (work) \_\_\_\_\_ (home) \_\_\_\_\_  
E-mail \_\_\_\_\_ May we contact you via e-mail?  Yes  No

Date of Birth \_\_\_\_\_ Gender:  Male  Female  
Are you a UR alumna/us?  Yes  No

Ethnic Group (optional):  American Indian/Alaskan native  Asian/Pacific Islander  
 Black Non-Hispanic  White Non-Hispanic  Hispanic  Multiracial

Please accept my registration for the Mini MBA® (please use one registration form per person):  
 Fall 2008  
 Spring 2009  
 Fall 2009

**Tuition: \$3575** Payment is due upon receipt of registration.  
Method of payment (Check, VISA, MasterCard, or AMEX accepted):  
 Check enclosed (payable to Robins School of Business, University of Richmond)  
Please charge to my:  Visa  MasterCard  AMEX  
Name (as shown on card) \_\_\_\_\_  
Number \_\_\_\_\_ Expiration Date \_\_\_\_\_  
Signature \_\_\_\_\_ Amount to be charged \$ \_\_\_\_\_

**Mail or fax your completed registration form and payment to:**  
MAIL: Executive Education  
Robins School of Business  
University of Richmond, VA 23173  
FAX: (804) 289-8872

**For more information:**  
CALL: (804) 289-8019  
E-MAIL: [execed@richmond.edu](mailto:execed@richmond.edu)

**Cancellation Policy:** All notices must be received in writing. Cancellations made more than 10 business days prior to the start of the program are eligible for a full refund. Cancellations made 10 business days or less before the program begins have the following options:

- The participant may transfer to another program once per registration. The request must be received prior to the start of the program. If the price of the course that the participant is transferring to is higher, the participant is responsible for the increase in price.
- The participant may send a substitute at any time to avoid penalties. Notification from the registered participant and a completed registration form from the substitute are required.

No refunds or transfers will be given for cancellations received once the program begins.

[business.richmond.edu/execed](http://business.richmond.edu/execed)

# Student Testimonials



**Sandra DeLoatch**  
*Joint Operations Offices Coordinator,  
Farm Bureau Insurance*

The management disciplines taught in the Mini MBA® program enabled me to effectively evaluate business strategic plans in relation to corporate goals. I found the individual team project, centered on a well-scripted case study, most rewarding. It was an extremely powerful learning tool. It presented an opportunity for me to perform a SWOT analysis and to work collectively with a team of other professionals, in developing a successful operating/marketing plan, as in a real business environment. The University of Richmond did an excellent job designing the Mini MBA® program; it is symbolic of the excellent Executive Education curriculum offered through the Robins School of Business.



**B. Hunt Gunter**  
*Vice President,  
The Wilton Company*

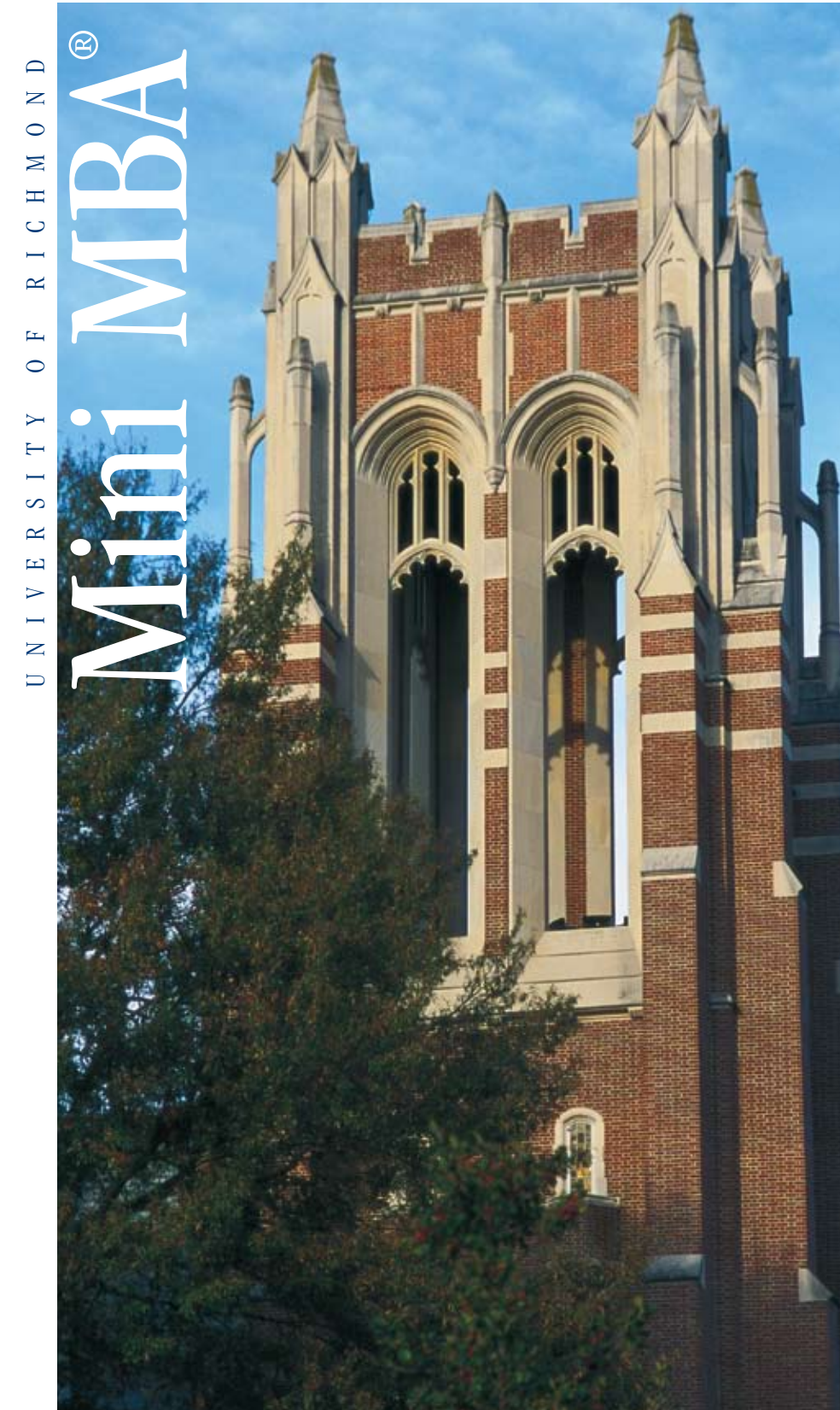
My experience with the University of Richmond's Mini MBA® program could not have been more professionally beneficial. I entered the program with high expectations and the University did not disappoint. From the professors' real life experiences to the class material, everything was done in a very professional manner. The faculty understood that we all have full-time jobs and made the course material engaging and interesting. All of the students brought their own personal experiences from various positions they hold with a wide variety of companies. This course gave me real life lessons that I am able to use in today's business world. I would recommend this course to anyone who is interested in further expanding their business/professional knowledge.

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**ROBINS**  
School of Business™  
Executive Education  
University of Richmond, VA 23173

**Mini MBA®**  
An Intensive 14-Week Program  
for High-Potential  
Managers and Professionals

[business.richmond.edu/execed](http://business.richmond.edu/execed)



**ROBINS**  
School of Business™  
Executive Education

**REGISTER ONLINE**  
[business.richmond.edu/execed](http://business.richmond.edu/execed)

**An intensive 14-week program for high-potential managers and professionals**

Monday Evenings 6:00–10:00 p.m.

**FALL 2008**  
September 15–December 15

**SPRING 2009**  
January 26–April 27

**FALL 2009**  
September 21–December 17

# Mini MBA®

An Intensive 14-Week Program  
for High-Potential  
Managers and Professionals

## ARE YOU . . .

- An experienced manager who needs a solid foundation in current business theory and practices?
- Looking to advance your career and need to become knowledgeable in a variety of functional areas and understand how these areas interrelate?
- Thinking about pursuing a graduate degree and want an overview of the Richmond MBA program?
- An executive or business school graduate who would like to update your business skills and education?
- A technical professional moving into a management position who could benefit from more management “know-how”?



**The Mini MBA® is a non-credit program that provides a practical foundation in current business theory and practices in an intensive, 14-week format.**

Through case studies, lectures, problem-solving exercises, and interactive class sessions, you will obtain the knowledge you need to advance further in your organization. The goal of this program is to make you more effective by providing a framework of knowledge for making informed business decisions on issues affecting organizations today.



## Mini MBA® Sessions

### REGISTER NOW

Class size is limited

#### Faculty

Courses are taught by a unique blend of award-winning Robins School of Business faculty and experienced business professionals who teach for the Richmond MBA and Executive Education classes.

#### Tuition

The tuition of \$3575 includes the program, all course materials, Continuing Education Units, parking, and refreshments. Each participant will receive a certificate from the University of Richmond at the graduation ceremony at the conclusion of the program.

#### Location

Classes will be held at the Robins School of Business on the campus of the University of Richmond.

### 1. Orientation and Reception

#### 2. Leadership Strategies *Tom Shields, Ph.D.*

A recognized scholar once said that “leadership is the most observed, but least understood phenomena on earth.” Most people have an idea of what leadership is, but rarely have the opportunity to examine the conceptual ideas and framework behind the term. This class studies the basics of leadership and what it means to be a leader. It covers concepts that are fundamental to leadership and helps participants to focus on how to lead in increasingly complex organizations. In this session, you will have the opportunity to examine the vital dimensions of effective leadership and analyze yourself along these dimensions.

#### 3. Organizational Planning and Growth Strategies *Roger Schnorbus*

This session is designed to expose students to the many facets of strategic management. This translates to why certain companies outperform their competition and gain sustainable competitive advantage. It is not a course on strategic planning but will give students the tools to perform a strategic analysis. Major focus of the course is placed on strategy formulation-methods for analyzing industries and companies within these industries and strategy implementation-methods for executing the formulated strategy. Students are also exposed to the human side of corporate strategy, i.e., the role the general manager plays in strategy formulation and implementation and also discharging the social responsibilities of the corporation.

#### 4. Accounting *Marshall Geiger, Ph.D.*

This session will demystify the “accounting jargon” and will cover the types of information provided in a company’s financial statements and how the financial statements relate to one another. We will learn the basics of how to analyze the performance and strength of a company from an internal and external perspective. We will also discuss appropriate benchmarks for the comparison of company performance.

#### 5. Ethical Decision Making *Rob Phillips, Ph.D.*

This session focuses on common challenges of acting and decision-making within and among cooperative and competitive stakeholder relationships. Beginning with the assumption that most people want to act ethically most of the time, we must also recognize that people and relationships are complex and people do not always act consistently with their own values. Appreciation of this complexity is the first step to improved moral decisions. This complexity emerges from and is intensified by such factors as the effects of time pressure, division of loyalties, conflicts of obligations, effects of bureaucracy, nature of authority, cultural relativism, and international ethical differences, among others. This session will acquaint students with these factors and the challenges they present to ethical decision making.



### 6. Finance *John Earl, Ph.D.*

This session focuses on three areas: financial markets and institutions, corporate financial management, and international finance. Topics addressed under financial markets include an overview of equity and debt markets, security valuation, and an introduction to options and futures markets. Corporate financial management focuses on the capital budgeting process. International finance addresses the identification and hedging of financial risks inherent in multinational business transactions.

### 7. Design Management *Sandra Shield*

Today’s business marketplace thrives on competition and the ability to be nimble, to be creative, and to find new ways to be successful. This requires the successful professional to consider alternatives, adapt, change, and be the leader in his or her market. The methodology of design thinking empowers the manager to look at problem solving from a new, integrated perspective and viewpoint. The session will cover the strategic principles of design management: design process, project management, design for competitive advantage, design and innovation, brand identity, and design strategies in business leadership.

### 8. Strategic Human Resources *Jack Harsh*

Despite many businesses claiming their most important asset to sustain their success is their employees, in all reality, most companies’ human resource practices fall short of this proclamation. The human resource function must improve its ability to address the business challenges and relate effective talent management practices to the strategic business imperatives. This evening’s session is designed to provide human resource professionals who aspire to be Chief Human Resource Officers a deeper understanding of this challenge and the strategic and operational aspects of talent acquisition, deployment, succession, development, reward and motivation.

### 9. Information Management *Candace Deans, Ph.D.*

This session addresses current management issues related to information technology and its role in organizations today. An understanding of current and emerging technologies including electronic commerce and wireless technologies is discussed in the context of strategy development and value creation. Rapidly changing technologies and a changing world environment pose managerial challenges as well as opportunities for better managing information resources in companies today. Case studies and a class team exercise are used to illustrate how major concepts and analytical frameworks can be applied in practice.

### 10. Business Operations *Nezih Altay, Ph.D.*

The role of the operations function is usually neglected in corporate strategy, or simply taken for granted. This causes major inefficiencies resulting in high operational costs and dissatisfied customers. This session focuses on management of business processes and the transformation of operations into a competitive advantage for the firm.

### 11. Marketing *Tom Myers, Ph.D.*

Marketing is one of the most dynamic areas of business because it focuses on satisfying the ever-changing wants and needs of people and organizations. In this course, you will explore the basics of marketing strategy, research, and buyer behavior. Additional topics include segmentation and positioning, product strategy, pricing, distribution, personal selling, and integrated marketing communications. Two increasingly important areas, services and global marketing, will also be discussed.

### 12. The Global Environment of Business *Jonathan Wight, Ph.D.*

This session will explore the expanded world of the international businessperson. We will first review traditional modes of international business involvement: exporting, licensing, foreign direct investment, etc. Then we will focus on the dramatic changes driven by globalization of the business environment, and on the new skills needed to operate successfully in the emerging global economy. Emphasis will be placed on new internationalization strategies, managing cultural diversity, strategic alliances and collaborative international business arrangements, and the impact of globalization on small businesses.

### 13. Strategic Leadership *Jeff Harrison, Ph.D.*

Strategic leadership, through which the firm develops an ability to anticipate, envision, and execute change in its sources of competitive advantage, is critical to the organization’s efforts to outperform its rivals. Located at decision points throughout the firm, effective strategic leaders engage in strategic entrepreneurship—a process through which the organization learns how to identify marketplace opportunities that can be pursued by using today’s competitive advantages while making decisions about how to develop competitive advantages that will be required for future competitive success. In addition to describing these two important concepts, this session will explain how strategic entrepreneurship comes to life in organizations through the practices of effective strategic leaders.

### 14. Case Study Presentations and Graduation Ceremony

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