

UNIVERSITY OF PITTSBURGH
PITTBUSINESS

Executive MBA Programs
Center for Executive Education

International Executive Leadership Program



International Executive Leadership Program

Ours is a new era of globalization. Emerging economies, many with a focused, global business outlook, now represent the larger percentage of economic activity. For the first time in history, geographic constraints no longer limit the social and economic reach of business organizations. Once-disparate economies and societies are interconnected as never before.

In fact, there is no other alternative to increased globalization; it is inevitable and needs understanding and commitment. To compete effectively, every organization must recognize and act on the realities of a multipolar world and invest aggressively in multinational strategic and organizational competencies.

Companies determined to meet and conquer these challenges must build upon, extend, and protect their innovative and institutional advantages to participate as fully as possible in high-value-added growth markets from a position of leadership. Success demands leaders chosen and groomed for competition on the international stage—leaders equipped with the skills and cross-cultural knowledge to answer the call of global competition.

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A global outlook is essential if organizations expect to leverage new market opportunities and attract new customers, find and access new capital sources, and achieve genuine, sustainable growth. This new breed of leaders must possess a unique blend of knowledge, experience, competencies, and personal attributes—global business acumen, leadership characteristics, a world view, and personal and business leadership—that enable them to transcend cultural and geographic boundaries. Globally trained general managers can better address cultural priorities, values, and beliefs than those whose skills are country specific.

The managers who possess these traits will be the leaders who can operate and succeed anywhere on a worldwide stage. Significant investments need to be made to develop these leadership skills and traits.

The Knowledge and the Skills to Lead

The Joseph M. Katz Graduate School of Business' International Executive Leadership Program (IELP) provides students with a global outlook on markets, consumers, and operations, along with opportunities to build cultural competence in regions where their organizations currently operate or plan to conduct business.

IELP courses offer a solid foundation for understanding the dynamics of the worldwide marketplace and help build global business acumen with a technology perspective. Program graduates return to their organizations with a deeper awareness of critical business issues and practices and increased competitiveness to meet business challenges.

Designed for working professionals with busy schedules, IELP coursework combines a global perspective with practical business knowledge to create greater understanding of key business issues and practices.

Essential Knowledge for a Global Business Environment

Who Should Attend the IELP?

The IELP's relevant course topics delivered through the prism of today's international business landscape meet the development needs of a broad range of professionals and the organizations that employ them. In particular, the IELP provides essential knowledge and skill building for:

- Professionals employed by multinational organizations and organizations with plans to expand their reach into new regional or global markets. The combination of practical business knowledge and cross-cultural perspective are invaluable for enhancing strategy, innovation and communication skills.
- MBA program graduates who received their degrees five or more years ago. IELP coursework updates and enhances their skill sets and offers a fresh, relevant perspective grounded in both practical experience and the latest research into global economic, social and business issues and practices.
- Alumni of the Katz School's Center for Executive Education's *MBA Essentials* program, who can supplement their knowledge with additional coursework that adds to their international business acumen.



“The IELP is inspired by the Joseph M. Katz Graduate School of Business’ internationally recognized Executive MBA (EMBA Worldwide) program. With a global focus on graduate business education and executive development, and with program locations in North America, South America and Europe, the Katz School’s Center for Executive Education is uniquely positioned to offer the IELP and other programs that enhance working professionals’ understanding of international business, sharpen their leadership skills and prepare them to compete and succeed on the international business stage.”

Anne Nemer
Executive Director, EMBA Worldwide
Director, Center for Executive Education

Intensive, Focused Curriculum and Schedule

IELP participants learn fundamental business and leadership principles, skills and tools, delivered in the context of business as conducted in a cross-cultural environment.

Coursework includes a strategic innovation game simulation where participants play the role of a business unit manager who must balance a portfolio of investment strategies.

Courses That Deliver Critical Skills

Learning Community Workshop

- Networking exercise to speed up the “getting acquainted” process
- Effective interactive problem solving

Cross Cultural Communication/Effectiveness

- Communication process and styles
- Executive presence and influence
- Clear, concise message design
- Presentation skills
- Cultural consequences

Competing in a Multipolar World

- Competing with multinational corporations from emerging markets
- New patterns of capital flow
- The new innovation landscape
- Implications of the resource crunch
- Global production networks and supply chains
- Catering to new consumer groups

Global Human Resources

- Human capital maximization for organization’s success
- Employee engagement
- Equity and compensation
- Incentives, benefits and opportunities structured to promote retention and organization goals

Effective Global Leadership

- Management practices of global leaders
- Frequently conspicuous differences to be recognized and handled
- Differences including: unfamiliar competitors, dealing with distance and time zones, acquiring knowledge faster, evolving meaningful alliances, calibrating ones ethical compass

Managing the Global Supply Chain

- Methodologies for global distribution system network design
- Inventory management in multi-facility networks
- Revenue management in the supply chain
- Inter-functional and inter-organizational channel coordination/integration
- Strategic global outsourcing
- Speed, efficiency and accuracy of response

Innovation Management

- Dynamics of organizational innovation, organizational learning and organizational change
- Imitation vs. Innovation

Innovation to Value Creation

- Technological innovation for value
- In-house development and acquisitions involving post-merger integration issues
- Organizational design, performance management and management control issues

Global Finance and the Efficiency of Capital Markets

- Financial innovation
- Stock market behavior
- Investment decisions: cost of capital and discount rates
- Financial and investment decisions such as mergers and acquisitions, spin offs, issuance of new common stock, cash flow, short and long term debt, implications of working capital and investments
- Exchange rate management

Strategic Visioning for a Global Future

- Organizations and environments
- Customer and client value creation
- Strategic planning
- Organizational survival and success in a changing world
- Decision-making, industry and competitive analysis on a global scale

Strategic Innovation Simulation

Immersion into the Global Perspective

The week-long IELP curriculum challenges participants from the moment they arrive on campus. From the Learning Community Workshop that builds networking and teamwork skills to the Strategic Innovation Simulation that puts theory into practice, the intensive program schedule immerses participants in coursework focused on sharpening critical skills, building a cross-cultural perspective, and learning how to put their new expertise to immediate, productive use upon their return to the workplace.



International Executive Leadership Program Schedule

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
Morning	Arrival in Pittsburgh	Cross Cultural Communication/ Effectiveness	Global Human Resources	Managing the Global Supply Chain	Global Finance and the Efficiency of Capital Markets	Strategic Innovation Simulation
Afternoon	Optional City and Campus Tour	Competing in a Multipolar World	Effective Global Leadership	Innovation to Value Creation	Strategic Visioning for a Global Future	Closing Celebration and Certificates
Evening	Welcome Dinner and Introductions Learning Community Workshop				Innovation Management	

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Since 1949, the Katz School's Center for Executive Education (CEE) has pioneered the field of executive development, educating thousands of working professionals throughout the United States and the world. Today, the CEE offers a portfolio of programs that help meet the needs of busy working professionals and their employers.

Visit www.business.pitt.edu/cee to learn more.

Outstanding Faculty

IELP faculty members expose you to the global management issues faced by organizations in today's rapidly changing business world.

Our instructors are the same faculty who teach in the Katz School's highly-ranked Full-time and Executive MBA programs. These widely recognized, research-focused faculty members bring leading-edge business theories to the classroom, and bring them to life through their experiences as world-renowned experts and consultants

to business, organizations, and government agencies throughout the world.

The quality of our faculty is a key reason why respected business publications such as *Financial Times*, *The Economist* and *BusinessWeek* consistently rank the Katz School's Executive MBA Worldwide program among the top programs in the world for value delivered and the positive effect of the program on graduates' careers.

Audrey Murrell, *Associate Professor of Business Administration, Psychology, Public and International Affairs*



"There is no question that today's business environment is a global arena. Successful executives understand that they will seek new partners, new business processes, and new technologies that may exist anywhere in the world."

Audrey Murrell
Associate Professor of Business Administration, Psychology, Public and International Affairs

John Camillus, *Donald R. Beall Endowed Chair in Strategic Management*



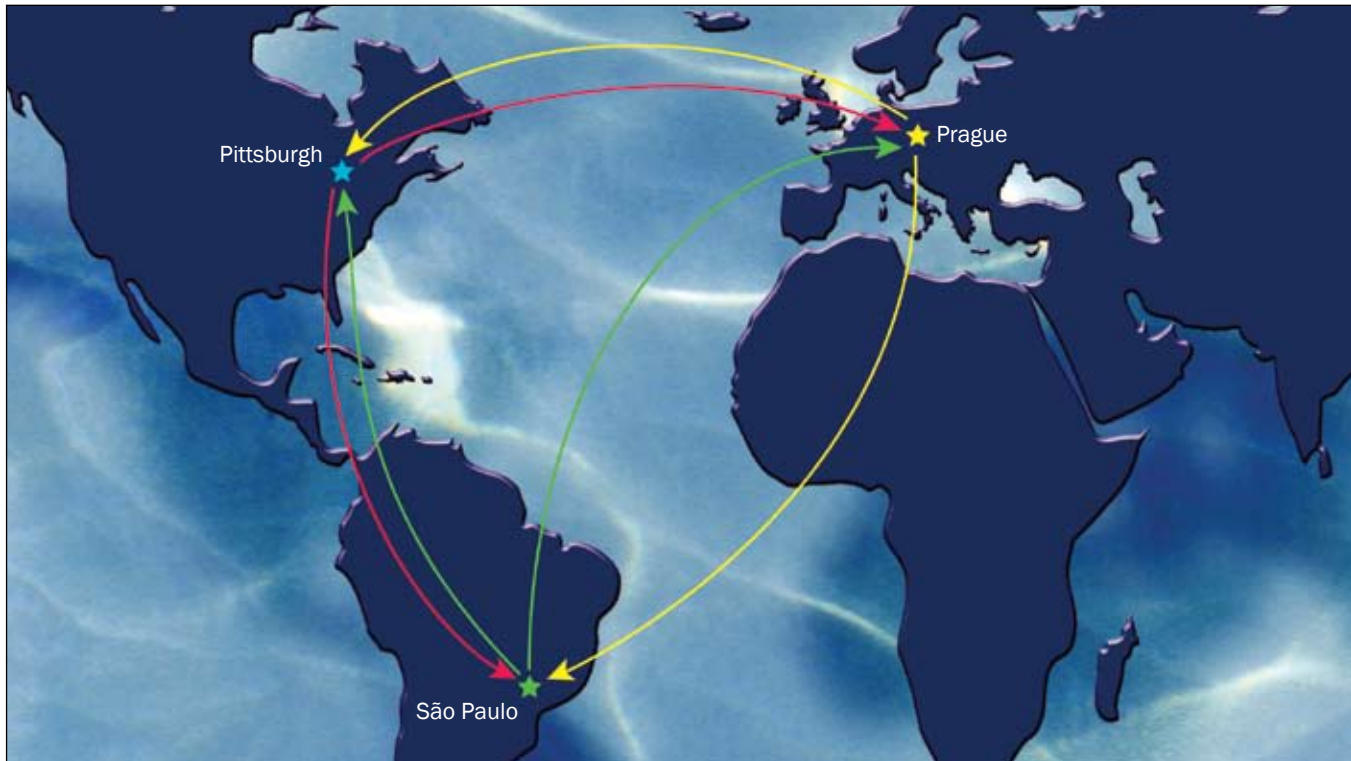
"The unprecedented complexity and uncertainty that challenge managers in today's global economy demand entirely new approaches to solving problems. It is essential to recognize the 'wicked' nature of strategic issues and to design planning processes and employ newly-developed tools that are very different than the traditional ones that mistakenly assume that the future is knowable, and that adequate knowledge exists within the organization. Fortunately, powerful yet simple alternative planning processes and techniques are emerging that can help managers cope better with the challenges of global business."

John Camillus
Donald R. Beall Endowed Chair in Strategic Management

Worldwide Accessibility for a Truly Global Outlook

A global perspective demands a global reach. The IELP and the Center for Executive Education offer both through our network of international campuses in Pittsburgh, Pennsylvania; São Paulo, Brazil; and Prague, Czech Republic.

The same faculty teach at all of our worldwide locations, assuring students the same valuable education no matter where they choose to attend programs or earn their degrees. Organizations also can be sure that graduates of any location will be key performers in all functional areas.



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The Katz School's Executive MBA (EMBA) Worldwide program is one of the oldest and most respected EMBA programs—ranked among the world's top cross-continental programs by the *Financial Times*.

A rigorous curriculum, designed and taught by the Pitt business faculty, meets the needs of working professionals who must balance a variety of responsibilities. EMBA Worldwide students can complete their coursework in as little as 18 months. Balancing a global perspective with strong local expertise, a Katz School EMBA prepares students to compete effectively anywhere in the world. **Visit www.emba.pitt.edu to learn more.**

Programs to Meet Your Development Needs

At the CEE, we offer a wide range of open enrollment programs, including customized course content that can be delivered on site for local organizations, that expose participants to the latest thinking of top executives and business scholars. Pitt business faculty, many of them noted thought leaders and researchers in their fields, teach the majority of our programs. Detailed information can be found by visiting www.business.pitt.edu/cee.

Open Enrollment Programs

A variety of open enrollment programs that expose students to the most current thinking of leading business scholars and executives in a wide range of fields including: finance, leadership, operations and project management.

MBA Essentials

One of our feature programs, *MBA Essentials*—a mini-MBA certificate program, sharpens understanding of the concepts, insights and tools required to communicate more effectively with other professionals and senior managers, and to participate more actively in business processes. Taught by faculty from the Katz School's full-time MBA programs, *MBA Essentials* teaches the fundamentals of value creation, market strategy, business ethics, financial accounting, marketing and negotiations. Program content also may be customized to meet an organization's specific learning objectives for its employees.

Contact Us

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University of Pittsburgh

Joseph M. Katz Graduate School of Business

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