



# STANFORD EXECUTIVE PROGRAM

## Course Descriptions

### CORE COURSES

#### STRATEGIC LEADERSHIP IN TURBULENT TIMES



**Robert A. Burgelman**

*Edmund W. Littlefield Professor of Management;  
Executive Director of the Stanford Executive Program*

This course takes the perspective of the general manager and explores two key facets of strategic leadership: setting strategic direction and managing the strategy-making process in established firms. Participants discuss the key challenges associated with creating and maintaining long term vision and profitable growth in established firms, and then analyze the interplays between business, corporate, divisional, and personal levels of strategy-making.

#### ACCOUNTING FOR VALUATION AND CONTROL



**Madhav V. Rajan**

*Gregor G. Peterson Professor of Accounting; Senior  
Associate Dean for Academic Affairs; Professor of Law  
(by courtesy), School of Law*

This course investigates broad principles and topics of current interest related to financial reporting and management control. Participants spend the first half of the course reviewing and critiquing elements of financial reporting and the second half discussing approaches to management control, the process whereby managers assure that resources are obtained and used efficiently to accomplish an organization's objectives.

#### FINANCIAL MANAGEMENT AND THE CREATION OF VALUE



**George G. C. Parker**

*Dean Witter Distinguished Professor of Finance, Emeritus;  
Faculty Director of the Stanford Sloan Master's  
Program; Director of the Finance and Accounting for the  
Nonfinancial Executive Program*

This course provides a broad overview of corporate finance, financial policy, and the capital markets and is designed to apply to both finance novices and advanced practitioners. Topics covered include financial analysis, financing requirements, financial strategy, valuation concepts, required rates of return, capital structure, financial distress, and restructuring.

#### PUBLIC POLICY AND THE ECONOMY



**Edward P. Lazear**

*Jack Steele Parker Professor of Human Resources  
Management and Economics; Morris Arnold Cox Senior  
Fellow, Hoover Institution; Senior Fellow (by courtesy),  
Stanford Institute for Economic Policy Research*

The goal of this course is to discuss important public policy issues and how they affect the macroeconomy. Participants will be given the tools to understand public policy, its impact on society, and how policy can affect businesses. A mix of past and current public policy issues will be reviewed, followed by discussion of which industries or firms see gains or losses and why.

## MICROECONOMICS WITH NAMES



**David M. Kreps**

*Adams Distinguished Professor of Management; Professor of Economics (by courtesy), School of Humanities and Sciences*

This course explores recent microeconomic research that concerns the economics of interactions between small numbers of individuals and organizations. The “Names” in the class title refers to the identities of corporate trading partners – not large and anonymous markets. After discussing concepts such as reciprocity and reputations, participants examine applications of the “new” microeconomics to competitive analysis, human resource management, and other areas of business.

## CORPORATE GOVERNANCE AND EXECUTIVE COMPENSATION



**David F. Larcker**

*James Irvin Miller Professor of Accounting; Director of the Corporate Governance Research Program; Senior Faculty of the Arthur and Toni Rembe Rock Center for Corporate Governance at Stanford; Codirector of the Director's Consortium Executive Program; Lacob Family Faculty Fellow for 2011-2012*

The choice of how to govern the corporate enterprise is one of the most controversial and highly debated topics in management practice. One especially problematic aspect of corporate governance is the level of compensation paid to senior-level executives. This course will analyze these debates and develop a framework for understanding observed corporate governance and executive compensation. In addition to short case studies, the course will draw upon economic and behavioral foundations, as well as rigorous data analysis, to provide practical insights into corporate governance.

## ETHICS AND FAIR CONFLICT RESOLUTION

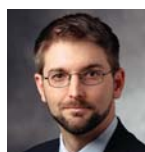


**Jonathan Bendor**

*Walter and Elise Haas Professor of Political Economics and Organizations; Professor of Political Science (by courtesy), School of Humanities and Sciences*

Many business conflicts involve real or potential harm to somebody, e.g. customers, shareholders, or employees, and sometimes such conflicts involve ethical issues. This is especially likely if the harmed parties regard either the outcome or the decision process as unfair. In this course, participants will study and participate in conflict resolution exercises in order to learn how to increase the chances of resolving conflicts fairly and efficiently.

## STRATEGY BEYOND MARKETS



**Kenneth W. Shotts**

*David and Ann Barlow Professor of Political Economy; Professor of Political Science (by courtesy), School of Humanities and Sciences*

Management of a company's interactions with the public and with governments is critical, both for value creation and for social responsibility and accountability. The objectives of this course are to examine the broad, nonmarket environment in which organizations conduct business, to formulate effective strategies for this environment, and to consider standards of responsibility and accountability for these nonmarket strategies.

## BUSINESS PROCESS DESIGN



**James M. Patell**

*Herbert Hoover Professor of Public and Private Management; Codirector of the Product Realization Network at Stanford; Katherine and David DeWilde Faculty Fellow for 2011-2012*

This course presents a systematic theory of process performance to guide managers in implementing initiatives related to business process re-engineering or operational design, change, or improvement. The curriculum applies not only to managers who are directly responsible for operations, but to any participant curious about why some business processes in their organization work better than others.

## DELIVERING CUSTOMER VALUE THROUGH MARKETING



**James M. Lattin**

*Robert A. Magowan Professor of Marketing*

To ensure that their firm offers something of value to customers, marketers must understand how customers decide upon and acquire the products and services that satisfy them. During this course, participants discuss how to create and deliver value to customers, position and market new products, sustain competitive advantage over product life cycles, enhance customer intimacy and relationships, build and manage brand equity, and design and manage channels of distribution.

## ACTING WITH POWER



**Deborah H. Gruenfeld**

*Moghadam Family Professor of Leadership and Organizational Behavior; Codirector of the Executive Program for Women Leaders*

The ability to function effectively within a hierarchy is a crucial determinant of managerial and personal success, yet many people struggle with “authority issues” that make certain hierarchical roles and positions difficult for them. This course draws on the art of acting and the science of psychology to show participants how their nonverbal behaviors affect their status and power, and the ability to move flexibly among different hierarchical roles.

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## SCALING ORGANIZATIONAL CHANGE



**Hayagreeva Rao**

*Atholl McBean Professor of Organizational Behavior and Human Resources; Director of the Managing Talent for Strategic Advantage Executive Program; Codirector of the Customer-Focused Innovation Executive Program*

This course provides successful skills and strategies that managers can use to appropriately scale behavioral change within an organization. It addresses the need to both encourage and grow the good behaviors required of employees while, at the same time, effectively reducing instances of the bad behaviors that can inhibit growth and organizational change.

## WINNING THROUGH INNOVATION



**Charles A. O'Reilly III**

*Frank E. Buck Professor of Management; Director of the Leading Change and Organizational Renewal Executive Program*

Successful companies have all the resources and capabilities necessary to stay on top: financial, intellectual, and technological. Yet the puzzling evidence is that these organizations often lose their competitive edge. This course explores the strategies and processes of leading ambidextrous organizations – companies that are able to compete successfully in mature markets and industries while simultaneously capitalizing on emerging markets and technologies.

# ELECTIVE COURSES

## BUILDING SUSTAINABLE HIGH-GROWTH VENTURES



**George Foster**

*Konosuke Matsushita Professor of Management; Director of the Executive Program for Growing Companies; Director of the Leadership for Growth (24G) program for Enterprise Ireland*

This course examines the various growth avenues available to build a new, sustainable, high-growth venture whether in the form of a new company or a new unit within an existing company. Four case studies will be used to delve deeper into planning and implementation during the start-up phase of a venture and to illustrate the sizable shifts companies must make over time to keep the growth engine going.

## SELECTION AND INCENTIVES IN HIGH-SKILL JOBS



**Paul Oyer**

*Fred H. Merrill Professor of Economics*

Finding the right people and keeping them motivated are critical and difficult challenges for almost any employer. But these personnel issues are heightened in jobs where having the right person doing a good job can have huge returns. In this course, participants will think about how to find the right people, attract and retain them, and keep them motivated where employee skill and talent are critical to the success of an organization. Participants will use case studies and real world experience to identify the best people and use incentives to keep them. The course will help participants to align their organization's strategic focus with its culture and the mechanisms it uses for talent development.

## ENGAGING LEADERS AND THE POWERFUL ORGANIZATIONS THEY CREATE



**Roderick M. Kramer**

*William R. Kimball Professor of Organizational Behavior*

This course examines how and why certain leaders are more successful in their attempts to engage people both inside and outside their organizations. In particular, the sessions will explore how creative leaders use positive values and identities to motivate others, to create high trust environments, and to empower others around them to make effective decisions for their organizations.

## NEGOTIATION THEORY, PLANNING, STRATEGIES, AND TACTICS



**Margaret A. Neale**

*John G. McCoy-Banc One Corporation Professor of Organizations and Dispute Resolution; Director of the Managing Teams for Innovation and Success Executive Program; Director of the Influence and Negotiation Strategies Executive Program; Codirector of the Executive Program for Women Leaders; Graduate School of Business Trust Faculty Fellow for 2011-2012*

Participants gain an intellectual and experiential understanding of the process of negotiation – an understanding that spans not only different types of negotiations but also alternative strategies for maximizing individual and joint outcomes in various situations. While engaging in live negotiation exercises, participants also are introduced to a strategic framework for creating and claiming value in negotiation settings.

## OPTIONS AND DERIVATIVES IN MODERN CORPORATE FINANCE



**Paul C. Pfleiderer**

*C.O.G. Miller Distinguished Professor of Finance; Professor of Law (by courtesy), School of Law*

An understanding of derivatives (and particularly options) is absolutely essential for understanding the practice of finance in the modern corporation. In this course, participants cover the fundamentals of derivatives and derivative pricing and then explore a number of applications to corporate finance including capital structure, executive stock options, risk management, and using real options to evaluate strategic decisions and investment opportunities.

## COMMUNICATION AND COLLABORATION IN THE WORKPLACE



### Francis J. Flynn

*Paul E. Holden Professor of Organizational Behavior; The Hank McKinnell-Pfizer Inc. Director of the Center for Leadership Development and Research; Codirector of the Executive Leadership Development Program*

The goal of this course is to help participants improve and enhance the impact of their everyday communication, particularly in the context of work collaboration. Beyond intelligence and technical skills, what separates leaders from average managers is the ability to move people toward a common goal – to persuade them, to cajole them, and to convince them that yours is the right course of action. This course will focus on identifying these critical communication skills and providing ideas and tools for strengthening them.

## CUSTOMER-FOCUSED PRODUCT MARKETING



### V. "Seenu" Srinivasan

*Adams Distinguished Professor of Management, Emeritus*

This course teaches participants how to better understand customers in order to make optimal product and pricing decisions. The course first focuses on conjoint analyses – methods that assess the value customers place on different factors of a product or service – and determine how they trade off these values in making brand choice decisions. Participants then examine the assessment and measurement of customer perceptions using the perceptual map as a framework for analyzing different competitive products or services from the customer point of view.

## ENVIRONMENTAL SCIENCE AND MANAGEMENT



### Erica L. Plambeck

*Walter Kenneth Kilpatrick Professor of Operations, Information and Technology; Senior Fellow (by courtesy), Woods Institute for the Environment at Stanford*

This course will dive into the issues surrounding ecosystem services and climate change, with sessions focused on Earth's critical life-support systems and an examination of the financial mechanisms for sustaining them. Participants will receive a scientific primer on climate change and will discuss associated business risks and opportunities. The first two sessions will be co-taught by Professor Gretchen C. Daily, conservation ecologist and founder of The Nature Capital Project. The last two sessions will be co-taught by Professor Chris Field, Chair of the Intergovernmental Panel on Climate Change.

## ONLINE PLATFORMS



### Haim Mendelson

*Kleiner Perkins Caufield & Byers Professor of Electronic Business and Commerce, and Management; Dhirubhai Ambani Faculty Fellow in Entrepreneurship for 2011-2012*

Developments in information and communication technologies have enabled the creation and widespread adoption of online platforms that connect consumers to one another and to businesses. This elective course focuses on the opportunities and challenges presented by such online platforms. In these sessions, participants will discuss the strategies of a number of different online (and some off-line) platforms and examine market development strategies and business models for online platforms.

## DISCOVERING SUCCESSFUL BUSINESS MODELS



### William P. Barnett

*Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations; Senior Fellow, Woods Institute for the Environment at Stanford; Director of the Center for Global Business and the Economy; Codirector of the Executive Program in Strategy and Organization; BP Faculty Fellow in Global Management for 2011-2012*

While successful business models are often discussed and examined for their value as a preplanned approach to business, the fact is that most successful business models are actually discovered as the result of an iterative process conducted over time. This elective course reviews the three essential ways that successful business models are discovered: through exploration into new possibilities, through improved exploitation of what we already know, and by harnessing competition as a source of continued innovation.

## BUSINESS SIMULATION LABORATORY



### James M. Patell

*Herbert Hoover Professor of Public and Private Management; Codirector of the Product Realization Network at Stanford; Katherine and David DeWilde Faculty Fellow for 2011-2012*

Modern simulation software makes it possible for managers to build personal computer simulations to model complex and uncertain business situations. This course consists of hands-on training and experience with two leading simulation applications. Working with the faculty as coaches, participant teams build simulation models of business processes such as financial statement projections, marketing plans, and job workflow systems. No prior experience with simulation software is required.

# OPTIONAL LECTURES AND WORKSHOPS

## ALLOCATING DECISION POWER WITHIN YOUR ORGANIZATION



**Yossi Feinberg**

*Professor of Economics*

There is often a gap between the people in an organization who are most informed about major decisions it faces, and the people who actually possess the decision power. This lecture will consider the reasons for this possible misallocation and methods for solving it and will identify the principles guiding the optimal allocation of decision power by tying together strategy, economics, and organization methodologies.

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## LEVERAGING CHINA AS A SOURCE OF MANUFACTURING, INNOVATION, AND MARKET



**Hau Lee**

*Thoma Professor of Operations, Information and Technology; Director of the Stanford Global Supply Chain Management Forum; Director of the Strategies and Leadership in Supply Chains Executive Program*

China has become, to some, the “factory of the world.” No doubt, it is the supply source and manufacturing base for many industries. Some successful companies have been able to build a value chain around China that smartly uses China as a manufacturing base, but they are also using China as more than just a supply and manufacturing source. Leveraging China as a source of innovation and as a channel for markets, these companies have been able to gain strong competitive edge as a result. Doing so is not easy, but the potential can be great. This talk will discuss how companies are able to leverage China as a source of manufacturing, innovation, and market.

## EMOTION VS. ANALYTICS: WHAT DRIVES DECISION-MAKING



**Baba Shiv**

*Sanwa Bank, Limited, Professor of Marketing; Director of the Strategic Marketing Management Program*

Professor Shiv will reveal the neural underpinnings of the crucial role that emotion plays in the decision-making process, how ignoring emotion in the process often leads to sub-optimal decisions, and how to harness the power of emotion for individual as well as group decision making. His talk focuses on the emotional brain and its role in decision making, the notion of the price-placebo effect, which completely endorses the adage, “One Gets What One Pays For,” and the role of neurochemicals such as dopamine and serotonin in influencing not only our behaviors but long-term happiness.

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## ENVIRONMENTAL SUSTAINABILITY



**Erica L. Plambeck**

*Walter Kenneth Kilpatrick Professor of Operations, Information and Technology; Senior Fellow (by courtesy), Woods Institute for the Environment at Stanford*

In this lecture, Professor Plambeck discusses how Wal-Mart has convened 14 sustainable value networks of environmental nonprofit organizations, suppliers, government policy makers, and academics, and, with its network partners, is profitably reducing environmental impacts.

## HEALTH AND WELLNESS FOR THE BUSY EXECUTIVE



**Joshua Knowles**

*Attending Cardiologist at the Stanford Center for Inherited Cardiovascular Disease and the Stanford Preventive Cardiology Clinic*

For the vast majority of adults, health status and healthy aging are essentially a function of one's lifestyle. Healthy choices lead to good health, not only in the immediate future, but even more importantly, as we age. The benefits of a healthy lifestyle extend far beyond yourself and your family. Health related behaviors also significantly impact your career and bring substantial benefits to your business. This lecture is intended to challenge participants to think about ways in which lifestyle either promotes or inhibits good health and quality of life. Since good health is related to productivity and morale, these lifestyle decisions can have a bottom line impact on companies. This lecture focuses on healthy behaviors and on the development of a personal plan for achieving optimal health.

## THE POWER OF SOCIAL TECHNOLOGY



**Jennifer Lynn Aaker**

*General Atlantic Professor of Marketing; Winnick Family Faculty Fellow for 2011-2012*

This session focuses on the science of social persuasion, the strategies and tactics used by companies and causes that have successfully harnessed social media toward a specific goal. Participants gain an understanding of how companies and causes engage customers, how to grow the number of consumers that advocate for your brand and how intensely they advocate, and how to manage the consumer-brand relationship.

## SUPPLY CHAIN SIMULATION



**James M. Patell**

*Herbert Hoover Professor of Public and Private Management; Codirector of the Product Realization Network at Stanford; Katherine and David DeWilde Faculty Fellow for 2011-2012*

In this session, Professor Patell conducts a simulation exercise in which participants play the role of links in a supply chain including the producer, distributor, wholesaler, or retailer.

## LATIN AMERICA'S QUIET REVOLUTION



**Stephen H. Haber**

*Professor of Political Science, History, and Economics (by courtesy); Senior Fellow, Hoover Institution*

Over the past two decades a quiet revolution has taken place in the largest economies of Latin America, in which governments have become more limited in their authority and discretion, trade and investment barriers have been knocked down, property rights made stronger, and credit made more widely available to enterprises and households. This quiet revolution has not, however, garnered the attention of the U.S. news media—or even of U.S. administrations—which have tended to focus on countries led by populists. The purpose of this lecture is to focus on the countries that have been undergoing this quiet revolution, most particularly Brazil, Mexico, and Chile.

## MANAGERIAL ACCOUNTING IN EXCEL



**Paul Oyer**

*The Fred H. Merrill Professor of Economics*

These two workshop sessions are designed for active users of Excel and aim to help users learn some helpful tips and tricks for utilizing Excel for financial analysis and modeling and examining capital budgeting and optimization.

## THE EUROPEAN PUZZLE



**Roberto D'Alimonte**

*Professor of Political Science, LUISS-Guido, Carli, Italy*

In these two sessions, Professor D'Alimonte discusses what the European Union is today, what its prospects are in the near term, and to what extent it can contribute to the solution of the economic puzzle. Additionally, this session confronts the major economic issues facing the European Union today with particular regard to low growth, high unemployment, bad demographics, and uneasy immigration.

## FRANCHISING, OWNERSHIP AND LONG TERM RELATIONSHIPS



**Yossi Feinberg**

*Professor of Economics*

In this session, Professor Feinberg will discuss ownership from an incentives/information perspective, in particular deciding between in-house and outsourcing and will utilize a franchising case to analyze a situation combining aspects of organization, strategy, and game theory.

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## THE PROSPECT OF DEMOCRACY IN AFRICA AND WHAT IT MEANS FOR BUSINESS



**Mvemba Dizolele**

*W. Glenn Campbell and Rita Ricardo-Campbell National Fellow, Hoover Institution*

The end of the Cold War ushered in a new era of democratic change that reshaped the world, from Eastern Europe to Asia to Latin America to Africa. As an important Cold War front, Africa experienced this change in the most brutal of ways since most of the dictators emerged as agents of either the US or the USSR. Over the past 20 years, African countries have struggled to find their way through the new “democratic” dispensation. This lecture offers an overview of the events and developments that have shaped the current democratic movement in Africa and its implications for governance and business. Additionally, the session examines the different waves of democratic change and conflicts, as well as the positive and negative role of multinationals and foreign companies.

## TODAY’S HEALTH CARE: CHALLENGES AND OPPORTUNITIES



**Robert Pearl**

*Chief Executive Officer, The Permanente Medical Group; Stanford GSB Lecturer in Organizational Behavior*

The cost of health care is rising more rapidly than the ability of countries, companies, and people to pay. The United States is grappling with how best to implement health care reform, expand coverage to 50 million uninsured, and slow the rate of medical inflation. The solution will require restructuring the health care delivery system. Across most of the nation, medical practice remains a fragmented, fee-for-service model. 21st century health care requires integration, advanced IT systems, and leadership. It offers the potential to provide higher quality, more convenient care, and increased affordability. The opportunities of today are greater than at any time in history. At the same time, the failure to act will create negative consequences for decades. In this session, Dr. Pearl will present his perspectives based on the Kaiser Permanente experience and his interactions with health care leaders from across the globe.