



Executive Education

at Georgetown University's McDonough School of Business

CUSTOM AND OPEN ENROLLMENT PROGRAMS

GEORGETOWN
UNIVERSITY

McDonough
SCHOOL of BUSINESS

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“Our goal is to deliver an unforgettable professional and personal business education experience—and provide a demonstrable return on your Executive Education investment.”

— PAUL ALMEIDA, SENIOR ASSOCIATE DEAN OF EXECUTIVE EDUCATION

Welcome to Georgetown University's McDonough School of Business – Executive Education Custom and Open Enrollment Programs

Courses for today's organizations and professionals to advance in a dynamic and competitive global economy

As Senior Associate Dean of Executive Education, and on behalf of our faculty and staff, I am pleased to offer Georgetown's world-class executive education programs—structured and packaged the way you need them. Our approach is to provide *practical* education that produces *tangible* results for you and your executives. We offer a range of options to meet the specific needs of organizations and executives:

- **Customized programs** for organizations are designed to strengthen executive skills in specific ways. Working with you, we create a curriculum tailored for your organization's unique mission, goals, and timelines, and the realities of your market and environment.
- **Open enrollment programs** enable individual professionals to build skills, expand networks, and deepen business and leadership acumen. Topic areas range from global leadership to successful negotiations, financial management to global market trends. Programs are held at our Georgetown University campus in Washington, D.C., and abroad through our Global Advanced Management Program.

Our courses are designed to help organizations and executives achieve peak performance and breakthrough results in today's challenging and dynamic global environment.

Drawing from Georgetown's distinguished faculty, we offer executives at all levels the information, ideas, and insights that will open their eyes, minds, and imaginations. Our goal is to deliver an unforgettable professional and personal experience—and provide a demonstrable return on your investment.

It has been a privilege to serve on Georgetown's McDonough School of Business faculty for more than 15 years, researching, teaching, and advising students, executives, and organizations. As a professor of international business strategy, my research aims to understand how organizations can address the challenges they face in the turbulent global economy. My work and experience continue to reinforce a simple lesson: The most effective, time-tested theories, principles, and approaches work only when they respond to unique challenges and opportunities. Therefore, we design our executive education programs with your needs and goals in mind.

Our mission in Executive Education is to bring the best of Georgetown's McDonough School of Business to companies, organizations, and professionals—academic excellence with a global perspective that delivers results with impact.



PAUL ALMEIDA
Senior Associate
Dean of Executive
Education

Quick Facts

- Among the world's most distinguished universities
- Top ranking for corporate strategy, general management
- 1,400 undergraduates, 1,000 MBA and executive students
- At the nexus of government, public policy, the international community, a dynamic economy

Georgetown — The University

Founded in 1789 to educate leaders of a new nation, Georgetown is one of the oldest, most prestigious universities in the United States. Through the years, Georgetown students have become U.S. and global leaders in government, business, technology, and international affairs. Located in the heart of Washington, D.C., a vibrant global crossroads of government, public policy, and business, Georgetown University has grown and changed in 200 years—but our mission to prepare and educate leaders remains steadfast.

THE GEORGETOWN FACULTY

Georgetown's reputation for academic excellence and advanced learning is driven in great part by our high-caliber faculty. Drawn from the highest levels of academia, business, and government, our faculty members bring a diversity of intellectual perspectives and a depth of professional experience to everything they do, inside and outside of the classroom.

Faculty members regularly contribute to leading scholarly and trade publications, participate in ongoing debates and conferences, and publish pioneering books and papers. They serve as consultants to businesses, governments, and non-governmental agencies throughout the world. As they teach classes and advise students, our faculty members conduct research that has a lasting impact on the way the world does business.

By incorporating their scholarship into their teaching practice, Georgetown's active faculty members enhance traditional classroom learning with advanced thinking across each field of study.

THE MCDONOUGH SCHOOL OF BUSINESS

Georgetown's McDonough School of Business is a premier business school located at the center of global policy, politics, and business in Washington, D.C. Our 1,400 undergraduates, 1,000 MBA students, and thousands of participants in executive education programs study business with an intensive focus on leadership and a global perspective.

We offer undergraduate and graduate degrees in business administration that prepare students and professionals to achieve new heights of leadership and influence. We integrate traditional business coursework with an understanding of the political and social realities that shape global markets.

“Georgetown’s executive education faculty ... provides practical solutions to the challenges faced by today’s senior executives. I benefited greatly from the focus on strategic thinking.”

— SUZANNE CLARK, EXECUTIVE VICE PRESIDENT AND COO, U.S. CHAMBER OF COMMERCE

THE MCDONOUGH DIFFERENCE

In 2010, the *Financial Times* ranked Georgetown's McDonough School of Business among the top three in the world for corporate strategy and among the top ten for general management. *Financial Times* also placed the school among the top two in the United States for aims achieved, and first in the U.S. for career progress.

Founded in 1957, the McDonough School of Business resides in the new Rafik B. Hariri Building, a state-of-the-art facility that blends the tradition of Georgetown University with modern functionality.

Quick Facts

- Tailored to advance strategies, objectives, goals
- Developed with and for clients to meet their specific needs
- Serving U.S./global companies, government agencies, trade associations, NGOs
- Creating cohesive, focused, and driven leadership/management teams

Custom Programs for Companies and Organizations

Georgetown's McDonough School of Business will design a program with you to take the performance, effectiveness, and leadership of your organization to a new level.

THE OPPORTUNITY

- **Achieve impact and results.** You may be a growing company planning to increase productivity, sales and revenues, reduce costs, and grow market share. Or, you may be a leading organization in your industry, field, area of focus, region, or nation and want to strengthen your mission, reach, and effectiveness. We will tailor an executive education program to meet your needs.
- **Build and maintain strategic advantage.** Your high-potential executives and managers represent a significant investment and a competitive edge. We will hone their business acumen; strengthen their planning, decision-making, and communication skills; and help them become true *leaders*.
- **Transform your executive talent into a team.** Our programs help your participants become a cohesive, focused, integrated, and high-performing leadership group. The education we provide—in areas ranging from people management to industry trends, public policy, and business strategies—will make your executive team more forward-thinking and effective together.
- **Invest in a program made for you.** Our curriculum is designed *with* you and *for* you to meet your specific needs, investment plans, and schedule. Working together, we will ensure the most efficient and effective use of your executives' commitment.
- **Learn from leaders in their fields.** Our business faculty's research gives them extensive experience in executive education for senior leaders. Faculty are steeped in the

most advanced business, organization, and leadership theories—but their focus is on real-world, *practical* learning, and outcomes.

HOW OUR CUSTOM PROGRAMS WORK—AND THE RESULTS

Our program delivery group and select faculty members will work closely with you to design a program to advance your executive education needs and strategic objectives. Designed for any time commitment that works for you, the customized curriculum combines a number of elements:

- Company visits;
- Teamwork and problem-solving;
- Simulations;
- Idea sharing;
- Focused brainstorming; and
- Overseas locations.

“All participants said it was the best professional development course they had attended and would undoubtedly help them to better manage their radio stations and networks.”

— JOAN WARNER, CEO, COMMERCIAL RADIO AUSTRALIA LTD.

Our goal is to provide a highly interactive learning environment, encouraging individual preparation and participation.

SAMPLE CUSTOM PROGRAM SCHEDULE

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
8:30–9:30 a.m.	BREAKFAST					
9:30–11:00 a.m.		The Call to Lead	Economic Foundations of Business	Economic Foundations of Business	Leadership in Global Business	Personal Leadership Plan
11:00–11:15 a.m.	BREAK					
11:15 a.m. –12:45 p.m.		The Call to Lead	Economic Foundations of Business	Technology & International Business	Leadership in Global Business	Personal Leadership Plan
12:45–1:45 p.m.	LUNCH					
1:45–3:15 p.m.		Global Leadership on a Macro Level	Non-Market Strategy	Visit: Organization of American States	State of the Telecom Industry	Program Ends
3:15–3:30 p.m.	BREAK					
3:30–5:00 p.m.		Global Leadership on a Macro Level	International Policy and Politics	Visit: Organization of American States	State of the Telecom Industry	
6:00–7:30 p.m.	Welcome Reception 5:45-7:00 p.m.				Conversation with CEO	
7:30 p.m.					Closing Dinner	

“Georgetown worked closely with Nextel to create a leadership program that was engaging, energizing, and had lasting impact on our senior executives. ... [W]e were particularly impressed with Georgetown’s partnering approach and flexibility in developing a curriculum targeted to achieve mutually agreed upon return-on-investment objectives. Their faculty team invested the time to acquire an in-depth knowledge of our organization and its culture, performance goals, critical issues, and strategy.”

— JIM CAPRARA, VICE PRESIDENT, HUMAN RESOURCES DEVELOPMENT, NEXTEL UNIVERSITY, NEXTEL COMMUNICATIONS

We offer “action learning projects” that challenge executives to resolve real issues in your organization, pursue real opportunities, and present their solutions to demonstrate what they have learned and how they have applied that knowledge.

Our programs can be delivered at your facilities, at Georgetown University in Washington, D.C., or at locations around the world. Georgetown’s strength in global business means that programs can be tailored for different regions, cultures, or countries.

FOCUS ON CRITICAL AREAS

As U.S. and global organizations navigate the complex, competitive, and constantly changing business environment, our custom programs emphasize several topic areas that clients have identified as critical to their success, including:

- Leadership;
- Change management;
- Negotiations;
- Communication;
- Non-market strategy;
- Global marketing;
- Global operations;
- Project management; and
- Specific industries such as telecommunications, finance, service firms, and manufacturing.

THE CUSTOM PROGRAM DEVELOPMENT PROCESS

You know your organization and executives best. Our program development team will work with you to consider your organization’s specific needs and strategic objectives. Your executives will play a crucial role in the needs assessment, course development, and program delivery processes. We will identify a combination of Georgetown’s faculty, industry experts, government officials, and corporate leaders best suited to deliver the program.

Consultation continues throughout program delivery and includes a debriefing assessment after program completion.

THE PROCESS OF BUILDING A CUSTOM PROGRAM

- 1. Initial Consultation**
Executive Education senior staff member meets with client by phone or in person to discuss client needs, program objectives, and recent organizational events that may influence where to put emphasis throughout the program curriculum.
- 2. Internal Conversation**
Based on client culture, strategy, needs, objectives, and outcomes, faculty leads are selected.
- 3. Proposal Development**
Following the initial discussion, a proposal is drafted for review by the client.
- 4. Client Consultation**
Client and Georgetown consult on approach, location, duration, topics, focus, and key client program influences.
- 5. Proposal Agreement**
Proposal agreed upon. Program design and implementation process started.
- 6. Needs Analysis and Initial Design**
Georgetown conducts in-depth needs analysis in parallel with further client meetings. Initial design drafted.
- 7. Design Refinements**
Program refined, methodologies finalized, balance of program academic/practitioner, location, and duration confirmed.
- 8. Delivery**
First iteration of the program delivered as a pilot, reviewed, updated, and then further iterations delivered.
- 9. Program Debrief**
Opportunity to discuss delivery and refine program for ongoing deliveries based on latest academic research, current affairs, and client focus.
- 10. Impact Assessment**
Georgetown and client assess program impact and results against stated outcomes and objectives. Next steps for future partnerships discussed.



“[T]he weeklong program [was] the best educational program we sponsor. [We] are extremely proud to be affiliated with such a respected institution as Georgetown University. The program, the Georgetown Healthcare Leadership Institute, focuses on strategic planning, marketing, negotiation, conflict management, finance, leadership, and ethical and legal issues.”

— SANDY BUHLER, MANAGER, PROFESSIONAL RELATIONS, KIMBERLY-CLARK CORP.

THE CLIENTS

Our past and current clients range from top companies in the United States and across the world. Industries include energy, telecommunications, retail, finance, consulting, associations, and non-governmental organizations. These companies and organizations are just a few that have taken advantage of our custom-designed programs:

- Abengoa
- AREVA (North America & China)
- ARINC Inc.
- BAE Systems, North America
- Bayer
- Booz Allen Hamilton
- Ciena
- CNIA
- Commercial Radio of Australia
- Export-Import Bank of the U.S.
- Gucci
- GXS
- IDE Group
- Institute for International Education
- International Finance Corp.
- Kimberly-Clark Corp.
- LG-Korea
- Los Alamos National Laboratory
- National Association of Broadcasters
- National Public Radio
- Nigerian Institute of Management
- NII Holdings
- Overseas Private Investment Corp.
- Pace Global
- POSCO
- Rolls-Royce North America
- Seminarium (Mexico City & Colombia)
- SK Group, Korea
- Sprint
- Sun Microsystems
- Thales Communications Inc.
- U.S. Chamber of Commerce
- U.S. Department of Agriculture

THE CUSTOM ANSWER

Booz Allen Hamilton – Change Management
A leading international consulting firm, Booz Allen engaged McDonough to co-develop a first-of-its-kind Change Management Advanced Practitioner Certification. The goal: To build a network of change-management certified practitioners equipped with new and innovative skills to address the evolving needs of government organizations today. We applied and integrated our faculty’s expertise in leadership,

organizational culture, human capital management, strategy, and operations management into a comprehensive, graduate-level change-management program.

Abengoa – Project Management

A global technology company based in Seville, Spain, Abengoa provides sustainable development in the infrastructure, environment, and energy sectors, operating in 70 countries. The company sought a comprehensive, best-in-class project management program in the United States for select executives and managers. Working with Abengoa, we developed a tailored curriculum consistent with Project Management Institute certification, and aligned with the company's strategy to ensure all projects are managed "the Abengoa way."

Rolls-Royce North America – Leadership

The diversified aerospace and industrial engine firm sought to elevate its regional operations to world-class level, and realign its business model to improve employee productivity, cut costs, and manage its supply chain more effectively.

Georgetown and Rolls-Royce co-designed a curriculum to teach the softer skills of leadership,

including team building, collaboration, and negotiations. Teams of participants also engaged in a case competition to provide real-time, actionable solutions to a critical challenge facing Rolls-Royce and presented their ideas to senior executives of the company. The firm's chief executive said, "As a global company, we wanted a strong international perspective, cross-cultural awareness, and the very latest in leadership and management philosophy and practices. Georgetown provided all this and more."

NII Holdings – Management Unity

Formerly Nextel International, NII Holdings is a leading provider of fully integrated mobile communication services in Latin America. NII sought to establish a consistent leadership and performance management model and metrics across its regional holdings, and help functional experts interact more effectively with colleagues and acquire formal management and leadership experience. NII and Georgetown co-designed a program that addressed four core themes: leading globally, leading the organization strategically, leading individuals and teams, and leading effectively to drive organizational success. All were designed to help managers across the company's units "pull in one direction."



Quick Facts

- Participate in world-class, competitive executive programs
- Advance knowledge, careers, impact in organizations
- Sharpen skills in critical leadership areas—finance, management, communications
- Combine theory and practice to achieve distinct results

Programs for Executive and Professional Growth

Come to Georgetown for the executive education experience of a lifetime and career. The McDonough School of Business' open enrollment courses will expand your business acumen, impact, and competitive edge.

THE OPPORTUNITY

- **Take advantage** of world-class business programs in critical disciplines at a distinguished, top-tier business university in Washington, D.C. Courses are designed for your goals, schedule, and budget.
- **Enhance your business acumen** and bring new knowledge, ideas, and insights to your position, team, organization – and career.
- **Learn amid a dynamic, thriving, and advanced policy and business environment** – our location in the U.S. national capital puts you at the center of an interconnected community of government, business, technology, and innovation leaders.
- **Deepen your knowledge** of the most advanced business, organizational, and leadership theory and practice, with our emphasis on pragmatic approaches, practical application, and measurable results.
- **Expand your global perspective** through our emphasis on U.S. and international experience and expertise.
- **Broaden your professional network** by learning and interacting with program participants from across industries, sectors, and the world.

PROGRAM OPTIONS

Georgetown offers three types of programs for individual executives who want to advance their knowledge and skills and make an impact in today's fast-changing, global, competitive environment: Executive Development Courses, Leading Change in Government, and Advanced Management Programs with a global experience.

Executive Development Courses

Executives and managers can expand their knowledge and understanding of areas

including finance, management, leadership, human resources, strategy, marketing, public policy, and global trends through our three- to five-day programs on the Georgetown University campus.

Participants will attend classroom lectures, study and discuss material and issues, tackle case studies, and focus on practical solutions alongside executives and managers from a spectrum of organizations – commercial, government, and nonprofit – from across Washington, D.C., and around the world.

“Well-organized, engaging, and in command of the material, Georgetown’s McDonough faculty provided our group with the knowledge and tools to progress from defining the mission, through developing the measures, to managing the execution.”

—MICHAEL CUSHING, SENIOR VICE PRESIDENT FOR RESOURCE MANAGEMENT, U.S. EXPORT-IMPORT BANK

There are few better places in the world to gain exposure to industry best practices and organizational excellence, in just one week's time, than Georgetown's McDonough School of Business. The Washington region has one of the fastest-growing, most thriving, and eclectic economies in the world, with a distinct international flavor – giving our programs a dynamic quality in both our faculty and guest lecturers, who are also practitioners, and in the students we draw.

Whether you are an individual searching to expand knowledge or an organization seeking professional development experiences for your executives, our Executive Development courses offer applied learning for an immediate return on the investment.

Please visit msb.georgetown.edu/openenroll/execdev for a list of upcoming courses.

Leading Change in Government

Government executives are facing greater demands and challenges now than ever before, from severe budget pressures to rapid and complex policy changes and the need to build, manage, and lead strong, cohesive, motivated teams. Georgetown’s Government Change Management Advanced Practitioner certificate program can help government executives lead and achieve breakout success for their agencies, teams, and careers.

“[T]his program’s unique foundation in theory and practice provides a full arsenal of change-management knowledge and tools to our consultants, [allowing them to] choose and apply the most effective theories with their practical applications, strategies, and frameworks to best serve individual clients.”

— MARIA DARBY, VICE PRESIDENT, BOOZ ALLEN HAMILTON

The curriculum – structured to fit the government executive’s demanding work schedule – combines the knowledge, experience, and strategic approach of the McDonough School of Business and the leading management consulting firm Booz Allen Hamilton. Together, we integrate theoretical knowledge with practical applications to address the challenges facing government executives in a realistic and meaningful way.

This nine-day program is delivered over five months in a series of two-day modules to fit professional schedules and allow for immediate application.

Please visit msb.georgetown.edu/openenroll/gov-change for more information about our Leading Change in Government program.

Advanced Management Programs

Our Global Advanced Management Program (GAMP) brings together two world-class institutions: Georgetown’s McDonough School of Business and Spain’s ESADE Business School, and draws from faculty experts from Georgetown’s Edmund A. Walsh School of Foreign Service – one of the world’s foremost institutions for the study of international affairs. ESADE, based in Barcelona, is one of the top global centers of management education. ESADE is home to an array of scholars, institutes, and research centers focused on areas of study including the global economy and geopolitics, innovation and entrepreneurship, leadership and governance, knowledge management, corporate social responsibility, law and economics, and brand management.

Over three weeks – in locations such as the United States, Spain, Dubai, and Brazil – students learn through immersion, interaction, and networking with colleagues and organizations. Each week’s agenda is designed around the host country, and includes classroom and field activities, with visits to local companies and places of cultural note.

The curriculum focuses on the concepts, techniques, tools, and subjects most relevant to executives who need to address a global environment or market. The experience is designed for you to work closely with accomplished peers, blend insights from leading academics with innovators in business and government, and apply what you learn to the everyday challenges of your organization.

Please visit www.theGAMProgram.com for more information.

“The risk management agency of the U.S. Department of Agriculture needs to replace retiring leaders with a new leadership base. The 15 participants in the Georgetown program benefited tremendously and, without exception, rated the program as excellent. The program surpassed all our expectations. The professors were drawn from many varied levels of business and academe to fit our particular educational needs—they were exceptional.”

— JOSEPHINE L. FIRMANI, LEADERSHIP DEVELOPMENT PROGRAM COORDINATOR, OFFICE OF THE ADMINISTRATOR, RISK MANAGEMENT AGENCY, U.S. DEPARTMENT OF AGRICULTURE

**For more information about Georgetown's
Executive Education programs, please contact:**

Nancy Beer Tobin

Director of Program Development
Executive Education, Custom Programs
202.687.6986
nbt5@georgetown.edu

Ashley Baker

Director of Program Development
Executive Education, Custom Programs
202.687.2867
arb97@georgetown.edu

**Georgetown University
McDonough School of Business**

Rafik B. Hariri Building, Suite 462
37th and O Streets, NW
Washington, DC 20057

<http://msb.georgetown.edu/exec-ed>

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