

# Advanced Management Program

27th - 29th April 2015





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To succeed, businesses need leaders who bring new perspectives, new thinking and new ideas – and who have the skill and knowledge to manage in an uncertain world.



# Executive Education for a rapidly changing world ....

We live in an increasingly complex and interconnected world. Business leaders face new challenges demanding new levels of innovation and motivation, and a focus on sustainable value creation. Leaders of top organizations must be able to distinguish and grapple with both challenges that emanate from changes in technology and those that require changes in behavior.

In addition the more senior the position, the riskier it becomes to experiment on the job; errors by top management can be costly for themselves, the people they work with and for the company. As a result it is difficult for busy and successful executives to practice new knowledge and new approaches.

The Executive Education programs of Cornell University, will help participants gain a broader perspective of leading in a global business environment as you benefit from the international experiences of our professors and fellow business leaders.

# The Cornell Experience

# Key Take Aways

The Advanced Management Program (AMP) is an engaging and interactive program that guides the senior executives in honing their individual leadership capabilities.

Working side by side with peers across industries, challenged by noted faculty who are among the best mind of the business world, AMP Participants will gain valuable knowledge and insight into their own leadership abilities and ways to drive business strategy in complex and uncertain markets.

The program will focus on how to improve business performance on an individual, team and business level. In addition the course also includes experimental methods such as business simulations, which develop leadership, team building and business acumen capabilities. The balance between academic content and real world capabilities will give the participants the tools to lead their organizations more effectively.

Cornell programs are rigorous and demanding and participants are expected to fully engage in discussion and debate with both faculty and peers. At the end of the result of the 3 day Advanced Management Program, is a leader ready to inspire other prepared to drive their careers and organization forward.

- Establish and execute a company's strategy
- Understand the key drivers of value of a company
- Interpret a company's annual report and monitor the company's financial health
- Form teams and develop leadership and teamwork to achieve common objectives
- Recognize the strategic function of marketing and improve a company's customer focus
- Set budgets, forecast and monitor a company's cash flow; comprehend the strategic and financial dimensions of making a business case.
- Immerse themselves in essential processes including setting strategy, decision making, team building and value creation

As a leader in innovative Business Education for the connected world, Cornell Executive Business Education combines more than 60 years of customized Executive Education with innovative solutions.



# CORNELL UNIVERSITY

This is to certify that

*Joseph Ambrosetti*

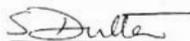
has completed the

**Advanced Management Program**

sponsored and directed by the Samuel Curtis Johnson Graduate School of Management

**Presented on August 15, 2013**



  
Soumitra Dutta, Dean

  
Elizabeth Mammis, Associate Dean for Executive Education

# Day 1

# Day 2

## **The Economics of a Business**

- The goals of a firm
- Key factors that affect the ability of a firm to reach these goals
- How and why companies react when the economics of their business change
- The importance of both internal efforts and external environment in dealing with the impact of changing economics
- Case studies of companies faced with changing economics

## **Finance and Accounting for Corporate Leadership**

- Understanding the balance sheet, income statement and statement cash flows

## **Strategy Development**

- Definition of strategy and summary of different strategic approaches
- Corporate strategy and the portfolio approach
- Product Strategy and Porter's "Cost Leadership vs. Differentiation" approach
- Short cases and examples

## **Essential Elements of Teamwork and Leadership**

- The model for team formation and effectiveness
- Leadership styles
- Applying the Concepts to the Business Simulation
- Review of the first decision and linkages to key concepts in Finance, Strategy, Teamwork and Leadership

## **Assessing the Financial Health of a Company**

- Computing and evaluating key financial ratios
- The importance of the gross profit margin
- The Return on Assets model and its key drivers
- Measurement and importance of cash flow
- Managing working capital
- Making the business case for capital investment
- Cost-volume-profit analysis

## **Developing Winning Marketing Strategies**

- Marketing and the customer-centric organization
- Marketing Mix or the "Four Ps"
- Marketing Strategies
- Segmentation and Targeting

## **Mid-way Review of the Simulation**

(Each team presents the midway results to the instructor who acts as the "Board of Directors.")

# Course Content

# Day 3

## **Marketing (continued)**

- Creating customer value
- Building brand equity

## **Team Building and Leadership**

- Review of the simulation experience: team dynamics
- Four stages of team formation and comparison with the simulation experience
- Leadership styles and effectiveness
- Self-Assessment using the simulation experience

## **Presentation of Team Results to the “Analysts”**

Each team makes a short presentation of the financial and operational results to the “Board of Directors”

## **Summary and Wrap-Up**

Key Learning Points are summarized. Future action and learning steps are considered

# Beacon Simulation

Beacon is an interactive, computer-based business simulation designed to teach financial acumen, strategy and the importance of teamwork in an action-learning environment. Beacon will be used through the program to ensure that the learning is put into practice during the program itself. The Beacon Simulation consists of the following customizable elements:

3 to 5 teams of up to 10 members each.

A sequence of 6 to 7 rounds of decisions, each round lasting 60 to 90 minutes.

Teams decide on overall corporate and business unit strategies for FOUR products: three manufactured products and one service product. They then make specific decisions about: price, production level, marketing, development and investment in new production capacity, loan financing and repayment.

Financial metrics are used to determine the winning team.





# Cornell Faculty

The program leader is New York based Dr. Phil Young, one of the world's top corporate educators, strategists and consultants. Dr. Young is a member of the Cornell Executive Business Education Network. Phil Young is also the founder and president of Nth Degree Systems, Inc., a corporate education consulting firm that designs and implements seminars and training programs in finance, marketing and strategy and leadership. He has over 25 years of experience in this area of consulting as a course developer, professor and facilitator. Phil customizes his Executive Education seminars for each client drawing on the Business Simulation which is used by many Fortune 500 companies including Google, Microsoft and prestigious management consulting firms such as Booz Allen Hamilton, now part of Price Waterhouse Coopers.

Among his present and past clients are: IBM, AT&T, Verizon, Microsoft, Google, ITT, ABB, Dow Chemical, Siemens, Bayer Diagnostics, Sonoco, ST Microelectronics, Acer, BT (British Telecom), Ingersoll-Rand, Ericsson, MasterCard International, American Express, HSBC, GE Aviation, Booz, Allen & Hamilton Consulting, the

Emirates Bank Group, Colgate-Palmolive, Avon, Kodak, and Reckitt Benckiser.

Phil Young has taught in Executive Education programs sponsored by several of the world's leading business schools including Columbia University, The University of California at Berkeley, Thunderbird School of Global Management and Cornell University.

He is the co-author of a major Economics textbook entitled *Managerial Economics: Economic Tools for Today's Decision Makers*, published by Prentice-Hall (2009, 6th edition. 7th edition currently being prepared.) Along with a colleague, he has written an important book in Economics for Business Managers entitled *The Portable MBA in Economics*, John Wiley & Sons. International editions of this book have been translated into Chinese, Russian, and Spanish.

Phil continues teaching in various advanced academic degree programs as an adjunct professor. Phil received a B.A. from the University of Hawaii, a Master's degree in international relations from Columbia University and a PhD in Economics from New York University.

While your career to date may have been defined by your business knowledge and personal skills, your future success will be defined by your leadership capabilities. How will you address challenges? How will you drive your organization forward?



# Frequently Asked Questions

- **At my level can I afford to take 3 days off ?**

While three days might seem like a significant amount of time to be removed from day to day operations, the comprehensive curriculum and experiential approach creates an invaluable, reflective pause in the broader scope of one's career. The venue and schedule are designed to be thought provoking, keeping participants energized and engaged – and eager to apply their learning within their organizations.

- **What can I expect from participating in this program ?**

The Advanced Management Program presents fresh perspectives on the global competition, critical thinking and leadership in a supportive learning environment. The core curriculum – Management, Finance, Strategy, and Organizational Dynamics - is brought to life through experiential learning. Assuming the role of a real world CEO in a class room simulation, has a profound and lasting impact.

- **What is the Certification Process?**

You will be awarded a Certificate directly from Cornell. Your details will need to be updated with the university at least 4 weeks prior to the commencement of the program. The Certificate will be awarded to you on the last day of the program.

# Practical Information



## Application Process

Places on the program are confirmed on a first come, first served basis, taking into consideration the applicant's level, objectives and diversity of the class.

We recommend that you submit your completed application form as early as possible, preferably 4 - 6 weeks prior to the program commencement.

Note: All the open programs are conducted in English and participants should be able to exchange views and listen and learn through the medium of English.

## Tuition Fee

The program fees covers tuition, course material, lunch, refreshment and dinner on closing night. It does not include travel, accommodation and other incidentals.

\*Fees are subjected to change and can differ in different regions of the world. Please contact the application center in your country for further information.

Taxes will be as per the host country taxation requirements.

## Sri Lanka Application Center

For further information please contact:

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320, T B Jayah Mawatha (Darley Road),  
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Email: [hello@next.lk](mailto:hello@next.lk)



# About Cornell

## Participant Profile

This program is designed for senior executives who already occupy significant leadership positions, including : top managers (e.g. CEO, Managing Director, Executive Vice-President) in large and medium-sized corporations; senior partners in professional firms; senior executives in not-for-profit organizations; entrepreneurs; owners of large family businesses; and Board members / Ex-Co of any such organisations.

The goal is to constitute a rich and diverse group of leaders willing and able to make a significant investment in their own - and their classmates' - learning and development.

Cornell University, an Ivy League University founded in 1865, is among the eight oldest and most prestigious academic institutions in the USA and among the most admired educational brands in the world.

Cornell continues to be the second Largest Executive Business Education in the world.

Johnson Graduate School of Management at Cornell is ranked by Business Week 2012 number two in intellectual capital/faculty and number two in green business and sustainability.



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