

# VANDERBILT CERTIFICATE IN MANAGEMENT FUNDAMENTALS

A four-program series designed to help you develop the wisdom to ask the right questions and the confidence to make big decisions

Through a carefully selected series of four programs, the Vanderbilt Certificate in Management Fundamentals sets you up for success. Providing you with a foundation for understanding core principles, you'll develop the skills to achieve results. By completing this certificate program, you'll gain strategies and a comprehensive set of tools for managing your organization, including the areas of operations, finance and accounting, marketing and innovation.

Four programs. Nine days.

## Achieving Operational Excellence—2 days

Taught by distinguished researcher **David Dilts**, this program will help you revolutionize your operations and business results by finding opportunities for increased efficiencies and effectiveness. Uncover and understand your current processes, and learn how to transform them into competitive weapons by making them leaner, faster, more focused, more flexible and of higher quality.

## Finance & Accounting for Non-Financial Managers—3 days

Taught by award-winning Vanderbilt business professors **Germain Böer** and **Paul Chaney**, this program covers the guiding principles of finance and accounting and illustrates the purpose of, and relationships among, various financial statements. Learn to uncover profit potential hidden in the financial numbers and guide your organization's capital to its most productive use.

## Marketing for Strategic Growth—2 days

Taught by marketing and brand management expert **Steve Hoeffler**, this program explores fundamental concepts of marketing and teaches key skills and tools that will help you make key marketing decisions, such as how to position a product and which audiences to target. Whether you are the one who develops strategic marketing campaigns or you simply need a clearer grasp of how to assist in your organization's marketing strategy, this program will make you a more effective manager.

## Strategic Innovation—2 days

Taught by renowned innovation author and Vanderbilt professor **David A. Owens**, this program shows how to create a culture and a process for nurturing strategic, business-building innovation by overcoming the internal and external forces that stifle innovation in organizations. Discover the strategic advantage of innovating in a practical and systematic way.



# Vanderbilt Certificate in Management Fundamentals

Here are just a few of the things that you will learn.

## Achieving Operational Excellence

- How to understand what's really going on in your operations
- How to identify opportunities to reduce waste and increase your value/cost ratio
- How to transform these operating processes into a strategic competitive advantage
- Best practice tactics to align your operations strategy with your target market, core competencies and business goals

## Finance & Accounting for Non-Financial Managers

- How to assess and recognize financial risks in advance
- Interpreting the financial strength of a product line, division or company
- Methods for identifying factors that improve your cash cycle
- Evaluating and choosing investment projects that maximize company value

## Marketing for Strategic Growth

- How to build, revitalize or extend a brand
- Frameworks to help make better marketing decisions
- Using analytics and company data to make more informed choices
- Identify and decide which market segments to target with product launches

## Strategic Innovation

- Proven strategies for generating, assessing and implementing ideas
- Strategies for building a culture that makes innovation an everyday part of your organization
- How to overcome the barriers to innovation



## Who Should Attend

- Managers of all levels and all functions
- Directors, board members and rising executives
- Entrepreneurs and small business owners

## Cost

\$8,000

Cost includes tuition for all four programs, instructional materials, continental breakfast and lunch (all days).

## About Vanderbilt Executive Education

Vanderbilt Executive Education at the Owen Graduate School of Management offers proven and practical programs to help individuals and organizations refresh, engage and strengthen management expertise. Short Programs for individuals are short, highly focused programs in areas of Leadership, Management and Strategy. Custom Solutions for organizations are custom-built and are uniquely tailored to help each client tackle a specific organizational need or to achieve its developmental goals for established and emerging leaders.

Conveniently located near downtown Nashville, Vanderbilt Owen Graduate School of Management is ranked as a top institution by *BusinessWeek*, the *Wall Street Journal*, *U.S. News & World Report*, *Financial Times* and *Forbes*.

Visit our website for more information regarding programs and schedules, faculty biographies, online registration and maps and directions.

Scan this code to view upcoming programs and dates.



**Executive Education**  
OWEN GRADUATE SCHOOL OF MANAGEMENT

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