

LEADING IN A GLOBAL WORLD

BOĞAZIÇI UNIVERSITY
EXECUTIVE EDUCATION ABROAD
UNIVERSITY OF TEXAS AT AUSTIN
TAKE A STEP FORWARD



DATE: MAY 29 - JUNE 4, 2016



BOĞAZIÇI
UNIVERSITY
EXECUTIVE
EDUCATION
ABROAD





TEXAS EXECUTIVE EDUCATION PROGRAM OVERVIEW



BOĞAZIÇI UNIVERSITY

Boğaziçi University is a public university located on the European side of the Bosphorus strait in Istanbul, Turkey. It has four faculties and two schools offering undergraduate degrees, and six institutes offering graduate degrees. Founded in 1863, it is the first American higher education institution founded outside the United States, having strong ties to the American educational system through Robert College.

Boğaziçi University is the only Turkish university among first 200 universities worldwide according to the Times Higher Education World University Rankings of 2013-2014.



Leading in a Global World
Boğaziçi University - McCombs School of Business
The University of Texas at Austin
June 1-5, 2015

EXECUTIVE EDUCATION ABROAD

The mission of Boğaziçi University in Executive Education Abroad Programs is organizing customized programs collaborating with abroad universities for graduates, EMBA students, and Turkish executives at large.



ACADEMIC COORDINATOR:

Nur İrem Nuhoglu, PhD

Professor in Accounting
Associate Dean, Boğaziçi University
Faculty of Economics and Administrative Science Department of Management
nuhoglu@boun.edu.tr



TEXAS EXECUTIVE EDUCATION AT THE MCCOMBS SCHOOL OF BUSINESS

ABOUT TEXAS EXECUTIVE EDUCATION

A pioneer in custom programs, Texas Executive Education has been working with corporate, government and industry clients from around the world since 1955. Drawing from the vast resources of the University of Texas, innovative executive programs offer business professionals the insights and skills that enable them to lead, think strategically and manage change.

Working closely with world-class business schools such as ESCP Europe, ESADE Business School, Indian Institute of Management Indore, Porto School of Business, Turku School of Economics, Johannes Gutenberg Universität Mainz and others, we provide their Executive MBA and MBA students with an U.S. Business Immersion program tailored to complement their current course of study. Current themes include Leadership in a Global World, Innovation, Entrepreneurship, Business Analytics, and Energy Management. Typically, these programs occur with a combination of engaging lecture-discussions focusing on cases and class activities, company visits and /or corporate speakers and of course Texas culture.



THE UNIVERSITY OF TEXAS AT AUSTIN

The University of Texas at Austin is a leading research university, home to more than 50,000 students, 3,000 faculty and 17,000 staff members. Its 90 research centers are funded by over \$450 million annually in federal, state and private grants, fueling ground breaking research programs that have led to the filing of nearly 400 patents. It is estimated that \$5.8 billion in economic activity resulting from the university's work and presence is generated in Texas alone. This depth of resources, talent and technology makes it uniquely suited to move the nation forward through economic and social discovery, ensuring a bright future.

A VIBRANT HIGH-TECH CITY AND CAMPUS EXPERIENCE

Few major universities are centered in a community as vibrant, diverse and exciting as Austin. Because the University offers a unique quality of life built on a tolerant, technological and creative culture, the city attracts talented people from all over the world. Currently the fastest growing high-tech city in the U.S., Austin is a high tech hub and home to over 900 companies in the semi-conductor, energy, computer and software, pharmaceutical and biotechnology industries. Firms like Dell, AMD, National Oilwell Varco, Facebook, eBay/PayPal, Samsung, Freescale, IBM, 3M, Intel and Apple locate here to pull from the rich talent pool created by the University. Austin is the home of many start-ups including Home Away and Bazaarvoice, and grown-up innovative companies such as Whole Foods, Alamo Drafthouse, Sweet Leaf Tea Company, SXSW, Austin City Limits, Bookpeople, GSD&M Idea City and many more started here.

The University of Texas campus is located in the center of town with the broad array of cultural and sports activities available in a State capital and a major university town. Highlights include the State Capitol, the new Texas State History Museum, the Lyndon B. Johnson Museum and Presidential Library, live music on the famous 6th Street, in addition to many concerts, plays, films, art exhibits, lectures and sporting events.

A TOP-RANKED BUSINESS SCHOOL

The McCombs School of Business, one of the first established business schools in the nation, graduated its first class in 1922 and is among the preeminent business schools in the world. More than 200 faculty teach 6,000 students each year and engage in original research both independently and through the school's 14 research centers. McCombs is dedicated to educating the business leaders of tomorrow while creating knowledge of critical significance for industry and society.

The School ranked #13 in the most recent Financial Times survey of the country's top MBA programs and #45 globally. With strength in all major business disciplines, it is especially known for innovative programs in technology, leadership, entrepreneurship and accounting and for partnerships with leading corporations around the world.





DISTINGUISHED FACULTY

The reputation of our outstanding faculty is world-renowned. As a major state university, we have a large and distinguished faculty. The professors who teach in our executive programs are selected from the top 20% of the faculty and are operating at the leading edge of their business discipline. They are full-time professors in the McCombs School of Business who teach in the University's Executive MBA programs and who regularly participate in the many executive programs offered by the School in the U.S. and abroad.

They conduct leading-edge research and are actively engaged in consulting with world-class companies. All are creative and dynamic teachers, passionate about teaching, and always challenging the class with real-world, timely issues and projects.

PROGRAM SCHEDULE



BOĞAZIÇI UNIVERSITY @ UT AUSTIN
LEADING IN A GLOBAL WORLD
 MAY 29 TO JUNE 4, 2016



| SUNDAY MAY 29 | MONDAY MAY 30 | TUESDAY MAY 31 | WEDNESDAY JUNE 1 | THURSDAY JUNE 2 | FRIDAY JUNE 3 | SATURDAY JUNE 4 |
|--------------------------|--|---|---|---|--|----------------------------|
| | 6:30-7:30 am Breakfast at Kerbey Lane Café 8:00 - 9:00 am Program Welcome and Introduction Texas Culture Orientation Chantal Delys and Irem Nuhoglu 9:00 am - 12:00 pm Champion Yourself & Your Ideas Dr. John Daly | 7:00-8:30 am Breakfast at Kerbey Lane Café 8:30 - 11:30 am Company Visit & Speaker Nona Evans Global Executive Marketing Coordinator Whole Foods | 7:30-9:00 am Breakfast at Kerbey Lane Café 9:00 am - 12:00 pm Lever for Strategic Change and Implementation Dr. Jim Fredrickson | 7:30-9:00 am Breakfast at Kerbey Lane Café 9:00 - 12:00 pm Finding Creative Solutions to Complex Problems Dr. Gaylen Paulson | 7:30-9:00 am Breakfast at Kerbey Lane Café 9:00 am - 12:00 pm The Emergence of New Global Markets and What that Means for You Professor John Doggett | Cultural Activities |
| | 12:00 - 2:00 pm Campus Tour and Lunch at Jester | 12:00 - 1:30 pm Group Photo Lunch at Jester | 12:00 - 1:30 pm Lunch at Jester | 12:00 - 1:15 pm Lunch at Jester | 12:00 - 1:30 pm Lunch at Jester | |
| Arrival in Austin | 2:00 - 5:00 pm Corporate Speaker: Rob Malcolm Executive in Residence, McCombs School of Business & Former President of Marketing, Sales & Innovation at Diageo | 1:30 - 4:30 pm Leading Innovation Dr. Luis Martins 5:00 - 7:00 pm City Tour w/ Around Austin | 1:30 - 4:30 pm Company Visit & Speaker National Instruments "Leading in a Global World" Todd Doberstein Section Manager of Product Marketing | 1:15 - 4:30 pm Company Visit & Speaker: DELL, Inc. "Overview and Strategy of Dell" Alfonso Calderon Executive Director Corporate Development & Integration | 1:30 - 3:00 pm Company Visit & Speaker: "BBVA Compass" Joe Petet Austin CEO 3:30 - 4:00 pm Leading in the 21st Century Prof. Irem Nuhoglu 4:00 - 5:00 pm Class Presentation: What Did You Learn? Chantal Delys | |
| | 5:30 - 8:00 pm Dinner at Texas Land & Cattle Company Sponsored by Boğaziçi | 7:30 - 9:00 pm Dinner at Brick Oven Sponsored by McCombs | 5:00 - 9:00 pm Visit Round Rock | 5:00 - 6:00 pm Visit The Domain | 5:00 - 8:00 pm Texas Baseball Game | |





COURSE DESCRIPTIONS



COURSE DESCRIPTIONS

LEADING INNOVATION - MARTINS

Innovation is a critical imperative for organizations operating in increasingly competitive and complex environments. While most organizations employ processes, techniques, and best practices to increase efficiencies and drive down costs, many of the same organizations neglect to tap the vast potential for organizational growth and effectiveness through innovation. This module focuses on what organizations can do to motivate and empower their employees to be innovative in their own roles as well as in team-level and organization-level activities. Specifically, the module focuses on the leadership approaches, organizational culture factors, and process management mechanisms that have been found to foster innovation and creativity within organizations. Participants will also learn proven techniques for generating innovations in various organizational domains. In the second session, participants engage in a “Value Innovation” exercise run in teams that culminates with poster-presentations of the new ideas.

THE EMERGENCE OF NEW GLOBAL MARKETS & WHAT THAT MEANS FOR YOU - DOGGETT

The world is in the middle of a massive sea change. Europe is struggling to keep afloat and America is sinking under a mountain of debt. “People’s Revolutions” are sweeping across the Middle East and India and, with the “Occupy” movement, every part of the developed world.

In the midst of this social whirlwind, China and India will join the U.S. to become the three largest economies in the world. And China, India and Brazil have emerged as major global competitors. Unlike developing countries of the past, they are competing on the basis of innovation and rapid productivity gains, in addition to low cost labor. It is now clear that “business as usual” is no longer the guiding principal of those who want to remain competitive in the 21st century. Executives must develop strategies to capitalize on the opportunities and to manage potential threats. However, doing business in these countries is not without risks. There are many challenges and risks spanning infrastructural, social, cultural, political, regulatory, intellectual property, and labor laws. An understanding of these issues provides managers the analytical tools to make prudent decisions and to develop risk mitigating strategies. This session explores the Strategic Inflection Points that are changing our world and the opportunities and challenges that they represent for managers.

LEVERS FOR STRATEGIC CHANGE AND IMPLEMENTATION - FREDRICKSON

In response to changes in the economy, companies are increasingly called on to make major changes in the way that they do business. In particular, they are routinely expected to become truly responsive, customer-focused organizations that are simultaneously efficient. However, few managers understand the true source of these changes, or what is actually involved in making them. The goal of this program is to provide participants with a rich understanding of the issues that are most critical to the successful implementation of any major change in strategy. You will acquire an understanding of the differences between firms that are successful in making changes, and those that are not. Also, you will develop the skills needed to assess the strategic change status of your own organization.

FINDING CREATIVE SOLUTIONS TO COMPLEX PROBLEMS - PAULSON

Elegant solutions may appear obvious in hindsight, but are difficult to identify in the moment. During this interactive session we’ll learn very practical strategies for discovering creative solutions. Individual problem solving methods and tactics will be explored, along with ways to overcome barriers to innovative thinking. We then learn ways to approach interpersonal issues, emphasizing techniques for promoting collaboration and overcoming the emotional and psychological barriers of conflict.

Finally, you’ll learn ways to better manage and solve problems as a member of a team or group. Going beyond brainstorming, we’ll explore tactics to harness the creative energy of the group while avoiding “analysis paralysis” and the dreaded “groupthink”.

CHAMPION YOURSELF AND YOUR IDEAS - DALY

Good ideas often get lost because we are unable to “sell” them to others. This program will focus on what it takes to successfully market an idea or yourself in the work place. Whether internally, with colleagues and employees, or externally, with suppliers, customers and competitors, we are always faced with the need to influence others. Learn to be more persuasive by understanding the basic principles of influence and control, theories of attitude change and techniques for persuading others in meetings, negotiations, and presentations. You will understand how persuasion and influence work, and will develop a series of skills to help you work more effectively. You will also learn to network and partner with others, to build allegiance, to generate compliance with your requests and build commitment to your ideas, and to non-verbally demonstrate authority.



COMPANY VISITS



The power to do more

Dell, Inc. is an American multinational information technology corporation that develops, sells and supports computers and related products and services. The company is one of the largest technological corporations in the world, employing more than 103,300 people worldwide and is listed at number 41 in the Fortune 500 list.

Dell has grown by both increasing its customer base and through acquisitions since its inception. The company sells personal computers, servers, data storage devices, network switches, software, and computer peripherals. Dell also sells HDTVs, cameras, printers, MP3 players and other electronics built by other manufacturers. The company is well known for its innovations in supply chain management and electronic commerce. Fortune Magazine listed Dell as the sixth largest company in Texas by total revenue. It is the second largest non-oil company in Texas and the largest company in the Austin area.

The visit to Dell involves three different components. First the group will be hosted in Michael Dell's Executive Boardroom to hear from a member of the Corporate Strategy Team on the current direction of the company as well as engage in Q&A throughout the presentation. Afterwards, the students are divided into two groups to visit the **Dell Social Media Listening Center and the Global Command Center for the Americas**:

Dell uses social media to listen, learn and engage with their customers since they feel their customers have the best ideas and insights. Through social media, they take part in more than 25,000 conversations about Dell every day. The guest group is lead through the center and given information on how they monitor social media, empower their employees to represent the company on social media and provide solutions. For Dell, social media is far more than a tool, it's an extension of their brand, which is all about enabling people everywhere to use technology to grow and thrive.

The group will be given a tour of the Americas Global Command Center, where Dell's services teams monitor customers across the U.S., track weather and storm issues and their potential impact on field crews, and even monitor traffic issues that would impact a service call to customers in large urban areas. The Global Command Center has rows of workstations configured with 3 monitors each in front of a massive wall of screens (think NASA mission control) providing real-time data on customer issues along with weather and news that may be impacting those customers. From there, the GCC team can monitor and respond to all inbound issues and track the shipment and installation of replacement parts to meet the service level agreements of their ProSupport customers.



Wow! What a ride. Back in 1980, we started out with one small store in Austin, Texas. Today, we're the world's leader in natural and organic foods, with more than 310 stores in North America and the United Kingdom. What a long, strange trip it's been. We still honor our original ideals, and we think that has a lot to do with our success.

Whole Foods Market is a foods supermarket chain based in Austin, Texas which emphasizes "natural and organic products." It was founded when four local businesspeople decided the natural foods industry was ready for a supermarket format. The company has been ranked among the most socially responsible businesses and placed third on the U.S. Environmental Protection Agency's list of Top 25 Green Power Partners.

As you can see from touring their flagship store in Austin, the way they do things in their company is different from the norm. In the book Conscious Capitalism, John Mackey co-founder and co-CEO share the Whole Foods Market story, as well as the success stories of other well-known companies like The Container Store, Trader Joes, Southwest Airlines and many others, to illustrate how conscious businesses that are operating with a higher purpose can - and do - create value for all. "Conscious capitalism" is helping lead many businesses to long-term success at a time when consumers are looking for more meaning in the products they buy and the companies they do business with.

The Whole Foods visit begins with a visit to the corporate offices to meet with corporate speaker J.P. Kloninger, the Financial & Business Administrator for the Whole Planet Foundation. J.P. will provide a presentation on the company's history, growth, leadership, suppliers and caring for communities programs. Afterwards, the group will be given a tour of the flagship store to be able to see what they learned during the presentation in action. This store is the largest at 80,000 square feet and located just blocks from where Whole Foods Market began as a small neighborhood grocery store over 30 years ago. Though much bigger in size, the store retains the charm and accessibility of the first location, with an intimate, village-style layout and passionate, attentive Team Members eager to assist our guests.

→ <http://www.wholefoodsmarket.com/company/>

FACULTY MEMBERS



National Instruments is empowering innovation by equipping companies with innovative tools to help them engineer a better world. NI complements its industry-leading software and hardware with an extensive collection of services and support solutions from the planning and development phases through deployment and ongoing maintenance.

National Instruments is an American company with over 5,000 employees and direct operation in 41 countries. Headquartered in Austin, Texas, it is a producer of automated test equipment and virtual instrumentation software. Their software products include LabVIEW, a graphical development environment, LabWindows/CVI, which provides VI tools, TestStand, a testing sequencing and management environment and Multisim (formerly Electronics Workbench), an electrical circuit analysis program. Their hardware products include VXI, VMEbus, and PXI frames and modules, as well as interfaces for GPIB, and other industrial automation standards. They also sell real-time embedded controllers, including Compact FieldPoint and CompactRIO. Common applications include data acquisition, instrument control and machine vision. In 2010, the company sold products to more than 30,000 companies in 91 countries with revenues of \$860 million. For twelve consecutive years since 2000, Fortune magazine named National Instruments as one of the 100 best companies to work for in America.

The visit starts with two corporate speakers. The first speaker will provide a welcome to NI and company overview talk. The second speaker will address the group on the topic of Leading in a Global World pertaining to how NI operates as a worldwide organization with a presence in almost every region of the world. Part of the discussion will entail the unique corporate culture of NI that has resulted in them being named by Fortune magazine as one of the 100 best companies to work for every year since 2000. Following the visit, the students will be split into groups and given a tour of the corporate headquarters to view the facilities and culture for themselves.

→ <http://www.ni.com/>



John A. Daly, Ph.D.

**Liddell Carter Professor in the College of Communication
Texas Commerce Bancshares Professor in the McCombs School of
Business University Distinguished Teaching Professor**

Ph.D, Purdue University MA,
West Virginia University
BA, University of Maryland (honors)

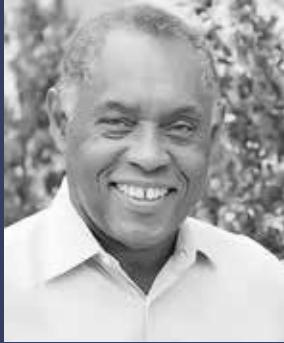
John Daly is the Liddell Professor of Communication, TCB Professor of Management and a University Distinguished Teaching Professor at the University of Texas. He teaches graduate and undergraduate courses on advocacy and influence, interpersonal communication and organizational behavior. While at UT he has won every major award given on campus for undergraduate teaching.

Dr. Daly has been the President of the National Communication Association, Chair of the Council of Communication Associations, and served on the Board of Directors of both the International Customer Service Association and the International Communication Association. He has been the editor of two academic journals and served on the editorial boards of numerous journals. He is one of less than 60 scholars in the world who is a Fellow of the International Communication Association. Fellows are recognized for their major scholarly contributions. His work appeared in any number of popular outlets including the Wall Street Journal, the Washington Post, Investor's Business Daily, and the New York Times.

On management and communication-related topics (e.g., advocacy and influence, leadership, teamwork, sales, customer loyalty), Dr. Daly has worked with numerous firms such as JP MorganChase, Morgan Stanley, Goldman Sachs, Roche, Amgen, Merck, Pfizer, Bayer, Astra-Zeneca, State Farm, Prudential, Essilor, Union Pacific, LG, Kraft, Apple, HP, IBM, BP-AMOCO, PetroChina, CNOOC, Shell, ExxonMobil, Halliburton, AGIP, AT&T, Home Depot, Texas Instruments, UPS, McCarthy, Zachry, American Airlines, Continental Airlines, 3M, Novell, Frito-Lay, Dell, and Samsung, among many others.

In the governmental arena, Dr. Daly has worked with the White House (Executive Office of the President) designing and implementing a major customer service initiative as well as with numerous Federal, State, and local government units throughout the United States. Professor Daly has published more than 100 research articles and chapters in scholarly periodicals and produced eight books including the Handbook of Interpersonal Communication (SAGE) and most recently, Advocacy: Championing Innovation and Influencing Others (Yale).





John N. Doggett, J.D.

Senior Lecturer
Department of Management

MBA, Harvard University
JD, Yale University
BA, Claremont Men's College

John N. Doggett is an award winning Senior Lecturer at the McCombs School of Business of The University of Texas at Austin (UT). John also is the McCombs Faculty International Alumni Liaison and a Senior Research Fellow at UT's IC2 Institute. He is the co-founder of UT's Idea to Product global commercialization competition.

John's work focuses on global competition, entrepreneurship and sustainability and energy. He has extensive business and consulting experience working with high tech, manufacturing, energy, natural resource, and consumer products firms in Asia, Europe and US. John has taught seminars on global competition and entrepreneurship at universities in Hong Kong, Japan, Singapore, Taiwan, Mexico, and Austria. John has led MBA business observation tours to China, India and Israel since 2003.

Doggett practiced law for seven years in Connecticut and California. He was also a management consultant with McKinsey & Company in their Washington, DC and Copenhagen, Denmark office after graduating from Harvard Business School.

John Doggett created his own management consulting firm in 1983, working with clients from 25 countries on business and marketing strategy issues. In 1994 John co-founded a Spanish language TV sports programming company that signed a 3-year exclusive contract with the National Football League. He also hosted an award-winning daily talk radio show in Austin from 1996 to 1998.

John has been a keynote speaker at the annual meetings of scores of industry and professional associations for more than a decade. John talks about how the growth of China, India and Brazil and the global debt crisis will impact America's future. John is a co-author of *When We Are the Foreigners: What Chinese Think about Working with Americans* which was published in 2011.

John is Chairman of the Board of Rainforest Partnership, a non-profit that helps people who live in and around rainforests in Peru and Ecuador protect their forests by developing sustainable enterprises. He also is a member of the Board of Affinegy, Inc., an Austin software company.

John was born in San Francisco and raised in Los Angeles, California. He has been proud to call Texas his home since 1989. John is married to Haiping (Patty) Tang, a senior product manager at Motion Computing, Inc.



James W. Fredrickson, Ph.D.

Chair, Department of Management
Tom E. Nelson Regents Professor of Business

Ph.D, University of Washington, 1980
MBA, Wake Forest, 1973
BBA, Wake Forest, 1969

Dr. James W. Fredrickson is the Chair of the Management Department and the Tom E. Nelson, Jr. Regents Professor of Business at the McCombs School of Business, The University of Texas at Austin. He also served as the School's first Director of Teaching Development. While at Texas, he has received the Graduate Business Council Teaching Excellence Award (from the MBA students), three Outstanding Professor Awards (from the Executive MBA students), the Jack G. Taylor Award for Excellence in Teaching, the Joe D. Beasley MBA Teaching Award, and the Mahajan Award for Excellence in Executive Teaching (from the faculty), and has been listed in Business Week as among the best graduate business school teachers in the nation. Fredrickson was also chosen as the Professor of the Year by the Executive MBA students at the University of California, San Diego.

Dr. Fredrickson has extensive consulting and executive education experience, the majority of which has been on the topics of strategy formulation, strategy implementation, and executive leadership. Clients have included Accor Brasil, Advanced Micro Devices (AMD), Allstate Insurance, Applied Materials, BBVA (Spain), BMC Software, Banco do Brasil, Chase Manhattan Bank, Club Resorts, Deloitte & Touche, FedEx Kinko's, GKN (England), Global Marine, GlobalSanteFe, GTE, Gulf States Toyota, HSBC, Halliburton, High End Systems, IBM, La Quinta, Local Insight Media, NationsBank, Rio Tinto (Australia), USX, Tandem Computers, Federal Reserve Bank, Tandy, Vitro, S.A. (Mexico), YPF (Argentina), and M.D. Anderson Cancer Medical Center.

In addition to his consulting and executive education experience, Dr. Fredrickson is known for his research on strategic decision-making, organizational structure, and executive compensation and leadership. His co-authored article, "Are You Sure You Have a Strategy," in the *Academy of Management Executive*, received that journal's Best Paper Award for 2001. He also conducted a widely-noted world-wide study, *Reinventing the CEO*. He has published numerous widely cited scholarly articles in leading journals, including the *Academy of Management Journal*, the *Academy of Management Review*, *Strategic Management Journal*, *Organizational Behavior and Human Decision Processes*, and has served on the editorial review boards of the *Strategic Management Journal*, *Academy of Management Review*, and *Organization Science*. Dr. Fredrickson was previously on the faculty at Columbia University and the University of Pittsburgh. Prior to entering academia he worked at Control Data Corporation and was Director of Strategic Planning at Wake Forest University Medical School.



Luis Martins, Ph.D.

Associate Professor of Management
Juanita Dreibelbis Fellow in Business

Ph.D., New York University
MPhil, New York University

Luis L. Martins is an associate professor of management and the Juanita Dreibelbis Fellow in Business at the McCombs School of Business at The University of Texas at Austin. Prior to joining UT in January, 2010, he was on the faculty of the College of Management at the Georgia Institute of Technology, and before that at the School of Business at the University of Connecticut. He earned his Ph.D. in Management and Organizational Behavior from the Stern School of Business at New York University.

Dr. Martins conducts research and consults on issues related to managing innovation, change, and performance. His research has appeared in several top management journals, such as *Academy of Management Review*, *Academy of Management Journal*, *Journal of Applied Psychology*, and *Organization Science*, and has been covered in major newspapers such as the *New York Times* and the *Chicago Tribune*. He has won several research awards and a 2012 study rated him among the top 20 in the world in terms of scholarly impact of management faculty who earned their doctorates within the previous 15 years.

Dr. Martins teaches innovation management, change management, leadership, and managing teams in the McCombs School's full-time and professional MBA programs, and is a popular instructor on these topics in its executive programs. He has won several teaching awards, most recently the 2012-13 Fawn and Vijay Mahajan Teaching Excellence Award for Executive Education at the McCombs School of Business. His consulting and executive development clients include Accenture, AT&T, BBVA, Coca Cola, Essilor, FBI Crime Labs, General Electric, Lockheed Martin, Lower Colorado River Authority, McKesson, NASA, Petrobras, Polycom, Powerwave Technologies, Rackspace, Samsung, Sinopec, SK Holdings, Waffle House, and WEG Electric.



Gaylen D. Paulson, Ph.D.

Associate Dean and Director of Texas Executive Education
Senior Lecturer, Department of Management

Ph.D., Northwestern University, 1999
M.S., Northwestern University, 1995
B.S., University of Minnesota, 1982

Dr. Gaylen Paulson is Associate Dean and Director for Texas Executive Education, and a faculty member in Department of Management at UT Austin's McCombs School of Business. His research and teaching focus on the strategic aspects of interacting with people, including negotiations, conflict management, persuasion and interpersonal communication. The recipient of numerous teaching awards, Dr. Paulson was most recently named to the "Faculty Honor Roll" by the UT MBA students and "Outstanding Faculty" by the Engineering Management Executive Master's program. He also received the 2007 Fawn and Vijay Mahajan Teaching Excellence Award for Executive Education.

Dr. Paulson's consulting and executive training programs have been sponsored by a wide variety of organizations, including 3M, Aegon, Bayer, Blue Cross Blue Shield, British Petroleum, The Conference Board, Dell, Ernst & Young, Guidant, Harcourt, HEB, Johnson & Johnson, KLA-Tencor, LG, Microsoft, PMI, NPR, Ortho-McNeil, Pfizer, Shell, Standard Aero, the Southwest Women's Business Council, Texas Instruments, the Texas Nurses Association, the U.S. Army, U.S. Air Force, the U.S. General Services Administration, the U.S. Navy, and VHA Inc. Dr. Paulson presents frequently in programs focusing on negotiation skills, managerial leadership and strategic influence.

Dr. Paulson has written about processes involving confrontation, resisting and overcoming resistance to persuasion, negotiation strategies, the impact of electronic communication on performance, and perceptions of threats and warnings in the workplace. Current projects include analyses of reverse auction procedures, situational predictors of negotiation and the bases for satisfaction in negotiations. Dr. Paulson has published numerous case studies, book chapters and articles in outlets such as **The Journal of Applied Psychology**, **The International Journal of Conflict Management**, **International Negotiation**, **Communication Research** and **The Handbook of Language and Social Psychology**.

TEXAS EXECUTIVE EDUCATION

We have helped many world-class companies with their corporate development needs.

Some of these companies are:



BOĞAZIÇI UNIVERSITY 2016 EXECUTIVE EDUCATION ABROAD PROGRAMS

UNIVERSITY OF TEXAS AT AUSTIN, McCOMBS SCHOOL OF BUSINESS

LEADING IN A GLOBAL WORLD

DATE: MAY 29 – JUNE 4, 2016

PARTICIPANTS: ALL

LEADING IN THE NEW TELECOM WORLD

DATE: JUNE 12-18, 2016

PARTICIPANTS: TURKISH TELECOM BUSINESS EXECUTIVES

