

Management Development Program: Driving Vision, Action, and Results

June 11–22, 2012 • October 1–12, 2012



“I found the deeper dive into the enterprise perspective very helpful and invaluable. The way we learned—reading and discussing the material as a group and in small teams—translated into my taking away much more than I had anticipated. A wonderful way to learn! This program will get you thinking differently about your work.”

Dawn Nunn
Acting AVP, Fundraising Support
Save the Children

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General Management

The Program

Ambitious professionals and their organizations understand that management in today's environment does not mean doing more of the same. These growth and global-minded businesses prepare middle-management executives to become more effective leaders who possess broad, strong business knowledge. Providing an enterprise-wide, performance-driven perspective, the *Management Development Program (MDP)* examines key business issues and solutions that are necessary to be successful in an increasingly dynamic business environment. By developing a broad understanding of the enterprise and the connectivity of business activity, *MDP* provides an opportunity for participants to focus on and drive actions that will enhance organizational effectiveness and encourage superior bottom-line results.

Why MDP?

For years, this program has admitted managers from around the world. These executives and their supporting organizations select the Darden School of Business and the *Management Development Program* for the integrated, full-time, intensive learning experience; the globally ranked #1 faculty team (*Financial Times*, 2004–2011); and the relevant, challenging curriculum that takes them out of the comfort zone, nudges and challenges assumptions, and addresses key areas of business and global perspectives. *MDP* affords an immersive study of all aspects of management—from accounting, finance, technology, and operations...to competition, strategy, and marketing...to the international economy and organizational change.

Throughout the course of the program, participants will not only further see the organization as more than the sum of its parts, they will be geared to use broader vision to drive more effective management, strategic decision making, and extraordinary leadership.

Benefits of Attending

- Become a better-prepared, more confident manager with new knowledge, capabilities, and self-awareness—ready for new responsibilities.
- Comprehend and apply corporate strategy concepts.
- Deliver fresh perspectives—consider the bigger business picture AND the long-term view.

- Distinguish the organization as a multifaceted system, and understand and identify the critical contributions of each business function.
- Gain an international network and global outlook from the diversity of peer learners.
- Improve your capacity to think and act more strategically, and to establish personal and organizational goals consistent with corporate strategy.
- Increase personal effectiveness and leadership capability to manage at the interface of key functions, create a high-performance culture, create value, and generate superior results.
- Recognize the link between operations and strategy, and implement applications that will help diminish any gaps.
- Use key performance indicators to guide organizational growth and development.

Topics

- 360-Degree Assessment Tool to Understand Self as Manager/Leader
- Competitive Analysis
- Corporate Strategy and Industry Analysis
- Financial Management and Performance
- Leadership and Change Management
- Managing Critical Resources
- Marketing Strategy
- Operational Excellence
- Professional Executive Coaching
- Strategy and Execution
- Talent Management
- Wellness and Management Success

Special Features

- Application Workshop: Participants identify a current business challenge, directly apply learnings, and leave with an executable plan.
- Simulations and activities that emphasize key program topics and demonstrate best practices.

Distinguished Certificate in General Management



The Darden School of Business recognizes and encourages lifelong learning by awarding Executive Education participants with Certificates of Specialization. One of these valuable options, the Distinguished Certificate in General Management, is awarded to executives upon completion of the required course, *Management Development Program*, and two additional Darden programs. All programs must be completed within a four-year period. Certain approved custom programs may also apply.

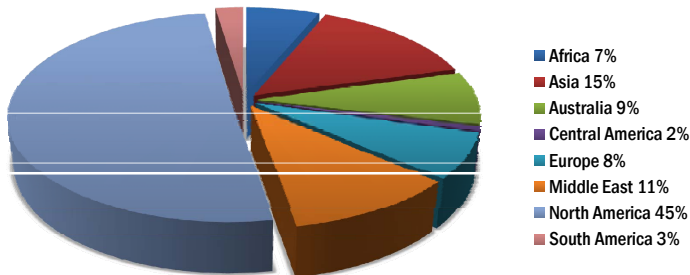


Salah Alfaraajila
VP Aviation Security and
National Pilot Development
Etihad Airways-Abu Dhabi

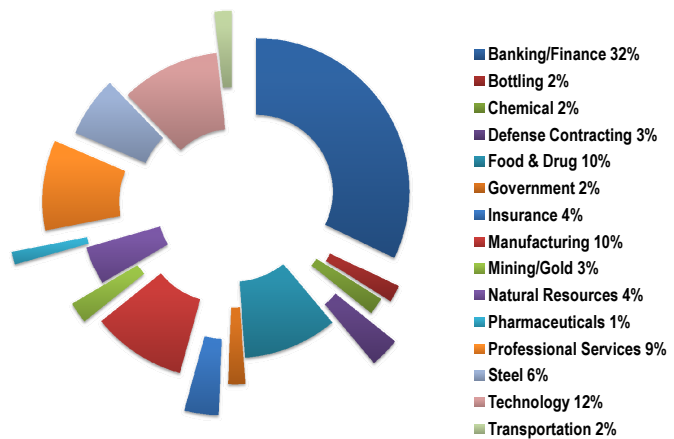
Testimonials available online.



Regions Represented 2005–2011



Industries Represented 2005–2011



Organizations Recently Attending

Al Ain City Municipality
Charlottesville Free Clinic
Chick-fil-A, Inc.
Colonial Life & Accident Insurance Co.
Etihad Airways
Focused Ultrasound Surgery Foundation
Fujitsu Ltd.
General Atomics Aeronautical Systems Inc.
GfK Retail and Technology GmbH
Harris Teeter Supermarkets
ITOCHU Corp.
John Middleton-An Altria Company
Kasikornbank Public Company Ltd.
Klöckner Pentaplast

Linfox Pty. Ltd.
ManTech International Corp.
McGraw-Hill Cos., The
Media General, Inc.
National Student Clearinghouse
Nigeria Deposit Insurance Corp.
Norfolk Beverage
Norfolk Southern Corp.
North Carolina Museum of Art
Northrop Grumman Corp.
Olin Corp.
PETROBRAS
Premier India Bearings Ltd.
Quest Diagnostics Inc.

Raytheon
Rede Energia S.A.
R.G. Barry Corp.
Save the Children
Schneider Electric
State Farm Insurance Cos.
Sumitomo Corp.
Swisslog Logistics, Inc.
The Bank of Tokyo-Mitsubishi UFJ Ltd.
Triumph Group, Inc.
United Parcel Service of America
University of Virginia
Unum Group
U.S. Army

General Information

Registration: Registration may be completed by phone, Web site, mail, or fax. Confirmation of acceptance will be sent upon receipt of registration form.

Accommodations: The Inn at Darden (formerly Sponsors Executive Residence Center) provides private, single-room lodging for program participants. Executives will take meals at the Abbott Center dining room. At times it may be necessary to house participants offsite at partnering hotels.

Schedule: The program will begin on the first day with a reception, followed by dinner. Daily sessions will be held at The Darden School. Evenings will be devoted to group discussions and/or individual preparation. The final session will adjourn with lunch.

Fee: \$22,000 per person. The fee includes tuition, course materials, lodging, meals, and certificate of participation. We accept payment by check, American Express, MasterCard, and Visa. Payment is due upon receipt of invoice and/or acceptance into the program.

Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants. Teams of four or more must call for approval and special pricing.

Multiple fee reductions cannot be combined for one participant; Darden will gladly accept the greater reduction in price.

Additional Information

Contact Us

Rebecca Yancey, Registrar

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Web: www.darden.virginia.edu/exed

“Darden afforded me the opportunity to discover my real person and the issues and solutions in my organizational and professional life.”

Yusuf Haruna
Head, External Cooperation
Economic & Financial Crimes Commission
Abuja, Nigeria

“An amazing two-week journey of learning, challenges, diversity, and fun that allows you to transform your thoughts and evolve as a person.”

Justin Von Hagel
Director of Engineering
Triumph Composite Systems, Inc.
Spokane, WA

“Excellent program that expands business thinking beyond the current state, and provides the opportunity to break away from the day-to-day routine and learn and consider new approaches.”

Jim Conschafter
President, Market Leader, North Carolina Market
Media General, Inc.
Richmond, VA



MDP FACULTY AND CONTRIBUTORS

Paul J. Simko, Faculty Leader	Ming-Jer Chen	Joseph W. Harder
Jolene H. Bodily, Wellness	Martin N. Davidson	Luann J. Lynch
E. Richard Brownlee, II	Paul W. Farris	Sankaran Venkataraman
Lou Centini	James R. Freeland	Rajkumar Venkatesan

Complete faculty information
www.darden.virginia.edu/exed/MDP



THE WELLNESS PROGRAM

Participants can take advantage of a holistic approach to management through participation in The Wellness Program, a module of the *Management Development Program*. This module provides an opportunity to incorporate lifestyle changes that improve physical, mental, and emotional stamina—key components beneficial to successful leadership. Managers will attain the foundation for productive, creative, and sustainable peak performance. The integrated course includes supervised group exercises, class sessions, and personal assessments resulting in a Personal Wellness Profile™.

Each participant will receive a Wellness Program notebook consisting of a wellness schedule and sections on:

- Health Risks and Health Risk Appraisal
- Making Changes
- Exercise Options
- Additional Wellness Program Resources
- Lecture Readings and Handouts

LIVING AND LEARNING AT DARDEN

Top Provider—Facilities, Food, and Accommodations (*Financial Times*, 2005–2011)



Accommodations



Abbott Center Dining Room



Darden Library

The Inn at Darden

As an *MDP* participant, you will stay at the Inn at Darden, adjacent to the Darden Grounds. The Inn includes private air-conditioned rooms, with cable TV, voicemail, Wi-Fi, and a high-speed Internet hookup; learning team rooms with high-tech connections to Darden's telephone, video, and computer networks; and fully equipped exercise and recreation rooms. The Gatehouse at the Inn serves as a reception area for participants. The majority of meals are served on Grounds in the Abbott Center dining room, adjacent to the classrooms and the Inn.

Classes and Activities

Classes are held on the Darden Grounds. The classrooms specifically support Darden's participant-centered teaching methods, as do the fully equipped learning team rooms. A complete business library with online access to major databases is also available on Grounds. Special activities are planned throughout the program. Although free time is limited during *MDP*, taking part in extracurricular activities can offer an enjoyable break in the rigorous schedule.

The *MDP* way of learning interweaves application of the executive and enterprise perspectives through each component, beginning with advance work. Using a mix of the Darden School case study method, experiential exercises, role plays, and simulations, the topics build on each other with the explicit intent of maximizing the effectiveness of the overall experience. Designed purposely to grow you as a participant, and position you to drive growth at your business, you address back-home challenges across activities, as well as back-home opportunities. As you proceed through the course, you realize the relevant areas for taking the learning and action home, and you will develop and share your back-home plan, gain feedback, coaching, and additional insight, and return ready to act!



“MDP is a perspective-shifting experience that offers an opportunity to expand and grow in your own work style, work environment, and personal and professional goals in a very concentrated time. It’s like work-life boot camp.”

Joy M. Polefrone
Focal Drug Delivery Program Director
Focused Ultrasound Surgery Foundation

“Darden’s case study method covers the managerial challenges in an enterprise perspective. The constant interaction with the professors during classes and meals ensured the learning never stopped.”

Robert Braceland
Chief Pilot
Raytheon

Cancellation/Transfer Policy: Qualified substitutes for confirmed registrations can be accommodated prior to the program start date with written notice and will incur no fee for substitution. Cancellations made within 15–30 calendar days of the start date will incur a fee equal to 25% of the published tuition cost; cancellations made within 14 calendar days of the start date will incur a fee equal to 50% of the published tuition. Withdrawals on or after the first day of a program are subject to forfeiture of the total tuition. All transfers made within 7–30 calendar days of the start date will incur a \$500 transfer fee. One transfer per registrant to a subsequent offering within 12 months is allowed. Transfer requests received less than 7 days before the start date will incur a fee equal to 25% of the published tuition. A transfer request followed by a subsequent cancellation will be subject to the applicable cancellation fees noted above. All cancellation/transfer requests must be received in writing.

