Executive Education at the Robins School of Business recognizes the need and value of training and developing innovative leaders to compete in today’s unpredictable economy.

Since 1963, we have been a trusted resource for organizations seeking to surpass their competition, regardless of industry scope or size.

Executive Education in a word is customizable. We offer a wide-range of classes, consulting and coaching services, and development programs. Our development programs are personalized and tailored to the needs and culture of your individual organization.

Custom Development Programs and Consulting Services
Knowing that “one size does not fit all,” we look forward to creating a custom development program tailored to achieving your firm’s short- and long-term goals. We work with you to assess your organization’s goals and objectives and then craft a program led by a team of faculty experts who bring together their skills to create a personalized learning solution blueprint. Our strength is our nationally recognized faculty.

Certificate and Training Programs
For those whose goals translate to certifying your learning achievements, we provide four certificate programs—The Mini MBA, Project Management Certificate Series, Train-the-Trainer Certificate series, and SHRM Learning System.

Individual Courses
We work with individuals at all levels of experience. Whether you are a seasoned professional or a first-time manager, our programs will arm you with techniques and best practices to ensure personal and organizational success.

Why wait? Contact Executive Education at (804) 289-8019 or execed@richmond.edu and start customizing your plan for success today.
Consulting
Has your organization reached a fork in the road or simply lost some momentum? Wondering how to get back on track?

Targeting Your Needs
The Robins School of Business brings together our expert resources for you. We craft the team that uniquely serves you and your objectives. We also take the time to listen, uncovering the nuances that determine your specific challenges and goals. With real-world knowledge in a variety of functional areas, the Robins School of Business will help you:
- Define and clarify your objectives
- Perform a needs analysis
- Develop a workable plan to overcome challenges

Coaching
The Robins School of Business connects you with one of our executive coaches so that together you can determine your goals and customize a unique action plan for helping you reach your potential.

Custom Development Programs
For more than 45 years, the Robins School of Business has provided Executive Education in the areas of leadership, management, and executive development to organizations throughout the country. Our educational offerings are designed to address the most relevant workplace issues and help leaders understand themselves, their associates, and their industries more completely. Our highly qualified faculty and staff will craft a dynamic program that blends proven management concepts with your company’s specific culture, talents, and strategies.

We ask the tough questions that lead to real solutions. Whatever crossroad you’ve reached, we will help you choose the right path. Call (804) 289-8014 or visit robins.richmond.edu/executive-education.

Leadership
Whether you’re new to management or have spent years at the top of your organization, our workshops will equip you with the tools you need to fully engage your employees. Learn to recognize the key differences between leadership and management, and develop skills to lead your organization with strength, vision, and integrity.

Course offerings:
- Creating High-Performing Relationships the EQ Way
  - March 10, 2012
  - $545
- Developing Your Leadership Skills
  - April 26, 2012
  - $545
- Leading Multiple Generations Successfully
  - April 19, 2012
  - $325
- Management Skills for Leaders
  - March 12, 2012
  - $545
- Managing Conflict Through Collaboration
  - May 10, 2012
  - $545
- Negotiations
  - March 22–23, 2012
  - $875
- The Inspirational Leader
  - May 22, 2012
  - $545
- The Power of Influence
  - March 6, 2012
  - $545

Communication
Effective communication is the key to 21st century business success. No matter what your profession, you spend hours each day engaged in some form of communication—either face-to-face or through technology. It is estimated that ineffective communication and poor listening habits cost businesses worldwide nearly one billion dollars a day.

Our award-winning, one-day workshops give you the opportunity to learn, refine, and practice key communication skills. Whether you need to polish your presentation skills, develop positive steps for delivering a difficult message, or share your ideas more assertively, we can help you communicate more effectively.

Course offerings:
- Assertiveness
  - March 27, 2012
  - $545
- Effective Presentation Skills
  - March 9, 2012
  - $675
- Increasing Your Communication Effectiveness
  - March 1, 2012
  - $545
- Leading Difficult Conversations Effectively
  - Feb. 13, 2012
  - $325

 robins.richmond.edu/executive-education
FINANCE
Anyone with fiscal responsibilities will benefit from seminars that are designed to acquaint the non-financial individual or manager with the fields of accounting and finance. Learn and apply the basic concepts in these two critical areas that all business people need to understand. Improve your ability to communicate effectively in financial terms and with financial professionals, and understand the techniques used to evaluate company and individual project performance.

COURSE OFFERING:
- Accounting and Finance for Non-Financial Managers
  February 27–28, 2012 or June 11–12, 2012
  $875

PROJECT MANAGEMENT
Project management in today’s global marketplace requires an entirely new set of management and technological skills. Today’s project manager requires a high degree of commitment to operational as well as fiscal results and effective people skills.
Our workshops will give you the skills and training you need in all of the critical phases of managing people and projects successfully. The emphasis is on real-world, practical applications developed through years of hands-on experience in world-class, multinational organizations. Project management training is one of the most frequently requested topics at the Robins School and is available to you either as individual workshops, or as a four-course series certificate.

COURSE OFFERINGS:
- Strategic Project Management*
  $1,425
- Project Risk Management*
  Feb. 20–21, 2012 or May 21–22, 2012
  $995
- Advanced Project Management*
  $1,425
- Management Tools and Techniques for the Technical Professional
  $995
- Managing Project Teams
  Feb. 2–3, 2012 or April 26–27, 2012
  $995
- Project Budget and Cost Management
  March 26–27, 2012 or June 11–12, 2012
  $995
*Course required for Project Management Series Certificate.

GMAT TEST PREP
Prepare for the GMAT in this comprehensive, 10-week program at the Robins School of Business. Your GMAT score is a vital aspect of the MBA admissions process, and thorough preparation is critical for success. Come gain the knowledge you need, practice on real GMAT questions, and learn test-taking tips and strategies that will help you score well on the exam and take your next step on the way to your MBA, all in a business school environment.

Jan. 30–April 2, 2012
$1,399

CERTIFICATE PROGRAMS

Mini MBA®
Whether you’re thinking about pursuing an MBA, want to revisit the classroom to update your business skills, or are looking to acquire those business fundamentals you’ve been missing, you can begin the exploration through our Mini MBA, an intensive, 14-week program that provides you with a practical foundation in current business practices. Through case studies, lectures, problem-solving exercises, and interactive class sessions, you will obtain the knowledge you need to succeed within your organization. The goal of this program is to make you more effective by providing a framework of knowledge for making informed business decisions on issues affecting organizations today.
Courses are taught by a unique blend of award-winning Robins School of Business faculty and experienced business professionals who teach for The Richmond MBA and Executive Education classes.

Jan. 23–April 23, 2012
$3,575

Project Management Series Certificate
Project management training is no longer a low profile, fill-in activity. It requires a high degree of commitment to operational and fiscal results and effective people skills.
Project management is available to you either as individual workshops or a four-course certificate series. To receive the Project Management Series Certificate, complete Strategic Project Management, Project Risk Management, Advanced Project Management, and any one of the elective courses. For more information on elective courses, please visit robins.richmond.edu/executive-education.
Register for all four courses at the same time and receive a 10 percent discount!
Train-The-Trainer Certificate Series

Tools for Success in Your Classroom

If you are a training professional, you need to continually update your presentation and planning techniques. Though other Train-the-Trainer programs exist, many Fortune 500 companies require their trainers to complete our exclusive certificate program. Dr. Ed Jones, one of the most highly rated Train-the-Trainer instructors in the country, teaches this comprehensive, week-long program in which you will learn to create and conduct successful, stimulating, results-oriented training programs for your organization. The certificate series consists of three modules, but modules may be taken individually.

**MODULES INCLUDE:**

- **How Adults Learn**
  - $545

- **Planning, Designing, and Evaluating Effective Training**
  - $995

- **Proven Classroom Training Techniques**
  - $995

**SHRM Learning System**

Participate in a comprehensive 12-week review of the entire body of HR knowledge in preparation for taking either the PHR or SPHR exam. Using the SHRM Learning System, this program includes discussion questions, application exercises, and module exams. The program content matches the HR Certification Body of Knowledge on which the PHR/SPHR exams are based. Included are more than 1,500 practice questions, an interactive case study, and a post-test that mirrors the certification exam.

**Who should attend:**

- HR professionals who want a comprehensive review before taking the PHR or SPHR certification exam
- HR specialists who want to broaden their competency and knowledge of current HR practices
- PHR-level professionals seeking to upgrade their certification to SPHR

- Jan. 31–April 17, 2012
- $1,250

**General Information**

**Staff**

Richard S. Coughlan, Ph.D.
Senior Associate Dean

Sharon L. Crumley
Programs Assistant

Kaye R. Vaughan
Director

Jeanette M. Meluch, M.A.
Associate Professor of Management Development

Michele Mauney
Business Assistant

Tara Stewart
Administrative Coordinator

**Faculty**

For more information on our teaching faculty, please visit robins.richmond.edu/executive-education.

**What's Included**

Tuition covers the program, all course materials, parking, light continental breakfast, lunch at the University’s award-winning Heilman Dining Center, and refreshments throughout the day.

**Campus Information**

The University of Richmond is a top tier, nationally ranked liberal arts university located on a 350-acre suburban campus only six miles from downtown Richmond, Virginia. The University was founded in 1830, making it the second oldest private university in Virginia. Consistently ranked by The Princeton Review as one of the “most beautiful campuses in the country,” the campus is centered on the 10-acre Westhampton Lake.

Founded in 1949, the Robins School of Business is one of the five schools (School of Arts and Sciences, Jepson School of Leadership Studies, School of Law, and the School of Professional and Continuing Studies) making up the University. Ranked No. 12 nationally by Bloomberg Businessweek for undergraduate business programs, the Robins School of Business faculty also received an A+ in teaching quality.

**Registration Information**

**Continuing Education Units (CEUs)**

We award Continuing Education Unit (CEU) certificates to all who complete our open enrollment courses. CEUs measure and officially recognize completion of a non-credit program at a certified institution.

**How to Register**

Please register early. Class sizes are limited and registration is offered on a first-come, first-served basis. Course enrollment is reviewed at least one week in advance of the course start date to determine class status. Register: robins.richmond.edu/executive-education.
## Course Chart

### Series

<table>
<thead>
<tr>
<th>Series</th>
<th>Dates</th>
<th>Duration</th>
<th>Fee</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mini MBA®</td>
<td>Jan. 23–April 23</td>
<td>14-week</td>
<td>$3,575</td>
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<td>GMAT Test Prep</td>
<td>Jan. 30–April 2</td>
<td>10-week</td>
<td>$1,399</td>
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<td>Project Management Certificate Series</td>
<td>See page 7 for more information</td>
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<tr>
<td>SHRM Learning System®</td>
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<td>12-week</td>
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<tr>
<td>Train-the-Trainer</td>
<td>See page 8 for more information</td>
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### Workshops

#### Communication

<table>
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<tr>
<th>Topic</th>
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<th>Duration</th>
<th>Fee</th>
<th>Page</th>
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<tbody>
<tr>
<td>Assertiveness</td>
<td>March 27</td>
<td>1-day</td>
<td>$545</td>
<td>5</td>
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<tr>
<td>Effective Presentation Skills</td>
<td>March 9</td>
<td>½-day</td>
<td>$675</td>
<td>5</td>
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<tr>
<td>Increasing Your Communication Effectiveness</td>
<td>March 1</td>
<td>1-day</td>
<td>$545</td>
<td>5</td>
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<tr>
<td>Leading Difficult Conversations Effectively</td>
<td>Feb. 13</td>
<td>½-day</td>
<td>$325</td>
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#### Finance

<table>
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<th>Duration</th>
<th>Fee</th>
<th>Page</th>
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</thead>
<tbody>
<tr>
<td>Accounting &amp; Finance for Non-Financial Managers</td>
<td>Feb. 27-28</td>
<td>2-day</td>
<td>$875</td>
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<td></td>
<td>June 11–12</td>
<td>2-day</td>
<td>$875</td>
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#### Leadership

<table>
<thead>
<tr>
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<th>Date</th>
<th>Duration</th>
<th>Fee</th>
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<tr>
<td>Creating High-Performing Relationships the EQ Way</td>
<td>Feb. 8</td>
<td>1-day</td>
<td>$545</td>
<td>5</td>
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<tr>
<td>Developing Your Leadership Skills</td>
<td>April 26</td>
<td>1-day</td>
<td>$545</td>
<td>5</td>
</tr>
<tr>
<td>Leading Multiple Generations Successfully</td>
<td>April 19</td>
<td>½-day</td>
<td>$325</td>
<td>5</td>
</tr>
<tr>
<td>Management Skills for Leaders</td>
<td>March 12</td>
<td>1-day</td>
<td>$545</td>
<td>5</td>
</tr>
<tr>
<td>Managing Conflict Through Collaboration</td>
<td>May 10</td>
<td>1-day</td>
<td>$545</td>
<td>5</td>
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<tr>
<td>Negotiations</td>
<td>March 22–23</td>
<td>2-day</td>
<td>$875</td>
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<tr>
<td>The Inspirational Leader</td>
<td>May 22</td>
<td>1-day</td>
<td>$545</td>
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<tr>
<td>The Power of Influence</td>
<td>March 6</td>
<td>1-day</td>
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#### Project Management

<table>
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<th>Duration</th>
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<tbody>
<tr>
<td>Advanced Project Management</td>
<td>March 28–30</td>
<td>3-day</td>
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<td></td>
<td>July 23–25</td>
<td>3-day</td>
<td>$1,425</td>
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<tr>
<td>Management Tools and Techniques for the Technical Professional</td>
<td>Feb. 22–23</td>
<td>2-day</td>
<td>$995</td>
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<tr>
<td></td>
<td>June 13–14</td>
<td>2-day</td>
<td>$995</td>
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<tr>
<td>Managing Project Teams</td>
<td>Feb. 2–3</td>
<td>2-day</td>
<td>$995</td>
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<tr>
<td>Project Budget and Cost Management</td>
<td>March 26–27</td>
<td>2-day</td>
<td>$995</td>
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<td>June 11–12</td>
<td>2-day</td>
<td>$995</td>
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<td>Project Risk Management</td>
<td>Feb. 20–21</td>
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<td>$995</td>
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<td></td>
<td>May 21–22</td>
<td>2-day</td>
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<tr>
<td>Strategic Project Management</td>
<td>Jan. 30–Feb. 1</td>
<td>3-day</td>
<td>$1,425</td>
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<td>April 23–25</td>
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#### Training

<table>
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<th>Duration</th>
<th>Fee</th>
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<tr>
<td>How Adults Learn’</td>
<td>Feb. 27</td>
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<td>$545</td>
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<td></td>
<td>April 30</td>
<td>1-day</td>
<td>$545</td>
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<tr>
<td></td>
<td>July 30</td>
<td>1-day</td>
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<td>Planning, Designing, and Evaluating Effective Training’</td>
<td>Feb. 28–29</td>
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<td>May 1–2</td>
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<td>July 31–Aug. 1</td>
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<td>Proven Classroom Training Techniques’</td>
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<td>May 3–4</td>
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<td></td>
<td>Aug. 2–3</td>
<td>2-day</td>
<td>$995</td>
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Courses are part of the Train-the-Trainer series; see page 8.
Executive Education

robins.richmond.edu/executive-education

(804) 289-8019