We are pleased to present our complete schedule of non-credit short courses that improve personal and organizational performance across all levels of responsibility. You will engage with leading faculty and expert practitioners who will help you develop the knowledge, tools, and perspective to confront and meet today’s business challenges.

**TIERED PRICING:** Our rates provide you with a choice in accommodations. Fees shown below reflect tuition, materials, and group meals. Participants may opt for our lodging package.

Organizations sending three or more participants to any one offering will receive savings through our Value Team Rate. Discounts also apply for active military personnel and Penn State alumni. To register, call or email us to reserve your seat; then complete your registration at psep.smeal.psu.edu.

*Dates and fees are subject to change. Please visit Penn State Executive Programs on the web for the most up-to-date information.*

**Leadership and Strategy**

*Complete this series for a Professional Certificate in Strategy and Organizational Performance. Substitution with a supply chain course allowed.*

**Strategic Leadership**

March 19-21 or September 17-19

Fee: $4,150; Value Team Rate: $3,320

This course provides leaders with the perspective to develop strategy and lead change in the organization. You will assess your competitive environment, determine opportunity, and impact performance.

**Leading in Complex Organizations**

April 16-18 or October 29-31

Fee: $4,150; Value Team Rate: $3,320

This course guides leaders to develop an integrated approach to strategy implementation and performance management. You will build strategic thinking, decision-making, and influence skills while leveraging management systems to create organizational performance and growth.

**Finance for Strategic Decision Making**

May 6-8 or December 16-18

Fee: $4,150; Value Team Rate: $3,320

Learn how operational decisions impact the financial performance and profitability of the enterprise. Leverage financial tools to evaluate strategic options and integrate critical information into key decisions that affect the performance of your organization.

**Management**

**Developing Middle Managers**

April 8-12

Fee: $2,495; Value Team Rate: $1,996

Bolster your management skill to improve performance, drive change, and support organizational initiatives. Learn techniques for performance management, influencing others and resolving conflict. You will build a culture for success and resilience through employee engagement.

*Participants earn a Professional Certificate in Functional Management.*

**Human Resources**

**SHRM Exam Prep Course**

March 23-May 18

Fee: $1,299; $1,199 SHRM members

This exam review helps prepare individuals for the Society for Human Resources Management Certified Professional (SHRM-CP) and Senior Certified Professional (SHRM-SCP) certifications. Using the SHRM Learning System, content is delivered in a convenient model that blends in-class sessions with instructor-led webinars.

**Customer Service**

**Fundamentals:** April 25. Fee: $299

**Advanced:** April 26. Fee: $475

Acquire the processes, tools, and techniques that instill and drive excellent customer service. This course provides a comprehensive and practical understanding of customer service needs, circumstances, and expectations. Includes a personalized DISC portfolio and online Micro Lesson Resource Tool to enhance the learning. This course will be delivered at the Penn State Abington Campus, Abington, PA.

**Custom Solutions for Organizations**

We collaborate with your team to develop customized learning engagements that are focused on the unique goals, competitive challenges, and performance needs of your organization. A custom solution is ideal for:

- Developing common perspective and ability to address challenges at every level of an enterprise.
- Creating and implementing strategy or direction.
- Improving workforce performance and building efficient processes.

Contact us to identify the offerings best suited to your needs or to explore a custom engagement for your organization.
Supply Chain Management

Penn State has been ranked consistently by Gartner as having the No. 1 supply chain education in the country. Our two- and three-day courses combine deep technical knowledge, leadership strategies, and cross-functional insights for making large- and small-scale improvements. Attend multiple offerings and earn Professional Certificates leading to Professional and Executive Scholar status. Note: Courses do not provide credit for any supply chain degree program.

Essentials of Supply Chain Management
April 23-25 or September 10-12
Fee: $3,150; Value Team Rate: $2,520
Learn the critical foundational concepts required to lead an integrated supply chain operation. Integrate functions through shared objectives, develop common performance metrics, improve customer satisfaction, maximize capital turnover and enhance partnerships.

Building a Sustainable Supply Chain
April 29-May 1 or September 24-26
Fee: $3,150; Value Team Rate: $2,520
Enhance supply chain sustainability to better manage financial, social, and environmental risks and opportunities. Topics include: supplier assessment, closed-loop supply chains, and meeting customers’ sustainability requirements.

Achieving Supply Chain Transformation
March 26-28 or October 22-24
Fee: $3,150; Value Team Rate: $2,520
Acquire models and tools for adaptability from strategy formulation to supply chain design and execution. Identify trade-offs and priorities for innovation to create competitive advantage.

Developing Strategic Supply Chain Leaders
March 12-14 or October 8-10
Fee: $3,150; Value Team Rate: $2,520
Develop supply chain systems that align with organizational strategy. Innovate the supply chain to create competitive advantage for your organization through speed, flexibility, reduced costs, and competitive differentiation. Link SC metrics to enterprise priorities.

Processes and Tools for Supply Chain Success
May 21-23
Fee: $3,150; Value Team Rate: $2,520
Through the lens of the SCOR® (Supply-Chain Operations Reference) Model, learn tools, techniques and approaches to define, analyze, and implement improvements for each major function and process area.

Strategic Procurement and Purchasing
June 6-7
Fee: $2,150; Value Team Rate: $1,720
Explore the strategic importance of procurement and supplier management in supply chain performance and achieving competitive advantage. Develop strategies and understand key issues in supplier negotiations impacted by economic and regulatory issues.

Aligning Supply Chain Organizations
April 2-3
Fee: $2,150; Value Team Rate: $1,720
Ensure that supply chain strategies and processes align with organizational priorities. Coordinate key initiatives among trading partners. Topics include: planning, forecasting, and replenishment (CPFR); sales and operations planning (S&OP); integrated business planning (IBP) and integrated business management (IBM).

Introduction to Supply Chain Analytics
June 4-5
Fee: $2,150; Value Team Rate: $1,720
Discover methods to interpret critical data and apply the information to improve performance and achieve organizational goals.

Forecasting and Inventory Management
May 16-17
Fee: $2,150; Value Team Rate: $1,720
Explore the impact of inflated inventory levels, diagnose process constraints, and leverage techniques for accurate forecasts and inventory levels.

Transportation Operations and Sourcing
May 14-15
Fee: $2,150; Value Team Rate: $1,720
Discover the modal options that make the most sense for your company, analyze freight needs, and explore negotiation tactics with providers to improve service levels and reduce costs.

Fulfillment Operations Management
February 12-13
Fee: $2,150; Value Team Rate: $1,720
Learn basic terminology and underlying processes including best practices for fulfillment management. Acquire techniques to identify the financial or cost implications of fulfillment decisions.

Online: Supply Chain Academy
Engage your leaders in online learning that builds cross-functional collaboration to activate strategy and solve complex supply chain challenges. This company-sponsored, cohort-based program is delivered through asynchronous and live sessions. Call to learn more about the benefits to your organization.

Professional Certificates

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*Note: Penn State Continuing Education Units (CEU’s) are available based on a standard unit of one unit per ten hours of classroom instruction.