



# AFLA

ADVANCING CORPORATE FLEET WORLDWIDE

## MINI-MBA

BENTLEY UNIVERSITY EXECUTIVE EDUCATION

# August 11-17, 2019

• WALTHAM, MASSACHUSETTS •



## 2019 PROGRAM

# Program Overview

The Automotive Fleet & Leasing Association (AFLA) has partnered with Bentley University to provide a superior Mini-MBA™ program uniquely built and customized for the corporate fleet industry. This program combines Bentley's deep expertise in delivering graduate business curriculum with AFLA's strategic insight into the skills and expertise required to be a leader in our industry.

The layout of this program was thoughtfully designed to provide a natural progression throughout the identified topic areas. Each faculty member selected has both significant expertise in teaching at the graduate and executive levels, as well as considerable experience as business practitioners. This experience enables the faculty to infuse the programming with real-world examples and practical applications, bringing this leading-edge business curriculum to light in the most meaningful way. In each session, participants will be challenged



with active exercises, case studies, assessments and lively group discussion, to reinforce understanding of the concepts presented. The faculty has worked hand-in-hand with AFLA's curriculum task force to infuse fleet into the topic areas, providing a distinctive fleet angle to program.



Program participants will all receive housing as part of the program tuition fees, with transportation to and from Bentley University.

Combined with evening networking and team-building activities, this helps provide an insular experience for each small class of Mini-MBA™ participants helping form a tight network for years to come.

Applications are being accepted through May 31, 2019 for our inaugural class to be held at Bentley University August 11-17, 2019. **Apply today at [afla.org/MiniMBA](http://afla.org/MiniMBA).**

## Tuition

Tuition is \$5,995 per student which includes lodging for six (6) nights at The Westin Waltham Boston, breakfast, lunch social night and graduation dinner. Students are responsible for their own incidentals, airfare and ground transportation to/from Waltham, Massachusetts. Logan International Airport is the nearest major airport facility.

## Schedule

**August 11-17, 2019**

Instruction begins at 8:30 am each day of the program, with short morning and afternoon breaks and a longer break for lunch. Classes conclude at 4:30 pm each day.

# Curriculum

## Day 1 – Strategy

Fundamental to any advanced business curriculum is gaining an appreciation of assessing and formulating business strategy. Dr. Alan Hoffman will kick off the AFLA Mini-MBA with a full day intensive on business strategy formulation & implementation, delving into strategic planning process using proven strategy frameworks, business case analysis, exercises and real-world examples. At the end of the session, the group will then explore the processes of design thinking, to explore new ways to creatively approach solving problems and bring innovation to their businesses.

Topics to be covered in this module include:

- ❖ Strategy Formulation: Mission, Objectives and Strategy
- ❖ Competitive Strategy
- ❖ The External Environment: Macro and Industry Environmental Analysis
- ❖ Strategy Implementation: Structure and Processes
- ❖ Design Thinking: Creativity and Innovation

### Professor Alan Hoffman

Alan Hoffman (Doctor of Business Admin., Indiana University, 1982) is Professor of Management. Dr. Hoffman is also co-author of Strategic Management and Business Policy, Globalization, Innovation and Sustainability, 15th edition (Prentice-Hall/Pearson). He formerly served as visiting Professor of Strategic Management in the OneMBA Program at the Rotterdam School of Management at Erasmus University the Netherlands. He also served as MBA Program Director at Bentley University from 2006-2010. He currently serves on the MBA Advisory Board of The New England College of Business and Finance. His major areas of interest include strategic management, global strategy, investment management and technology. He is co-author of The Strategic Management Casebook and Skill Builder textbook. Publications have appeared in the Academy of Management Journal, Human Relations, the Journal of Business Ethics, the Journal of Business Research, and Business Horizons. He has authored forty strategic management cases including: Harley Davidson, Inc., The Boston YWCA, Ryka, Inc., Liz Claiborne, Ben & Jerry's, NTN Systems, Cognex, Cisco Systems, Sun Microsystems, Palm, Inc., Handspring, Ebay, AOL/Time Warner, Apple Computer, Wynn Resorts, Tivo, Intuitive Surgical, Whole Foods Market, and TomTom Inc. Previously taught at the University of Connecticut at Storrs. Ten of his cases were used for the SAM National Case Competition. Recipient of the 2004 Bentley College Teaching Innovation award for MG755: The Organizational Life Cycle - The Boston Beer Company Brewers of Samuel Adams Lager Beer. He has been invited to speak on teaching strategic management at the Strategic Management Society's Annual Meeting in Paris, France in September 2018.



## Day Two – Essential Skills for Successful Leaders

A natural progression from learning how to formulate and implement strategy, comes acquiring the skills and strategies necessary to lead teams and projects through the organization in support of that strategy. In this module, Professor Elaine Walker will examine the challenges of strategic leadership and garnering influence. Each participant will explore their individual leadership strengths/opportunity areas and leave the session with a personalized leadership plan to implement upon return to their professional roles.

Topics to be covered in this module include:

- ❖ Challenges for Today's Leaders
- ❖ Data on Changing & Remote Workforce
- ❖ Stakeholder Management & Leading Cross-Functional Teams
- ❖ Leading with Influence
  - Leadership Self-Assessment
  - Individual assessment exercise
  - Influence without authority
  - Case discussion and application
  - Personal leadership plan creation

### Professor Elaine Walker

Elaine focuses upon integrating perspectives from academia, industry and consulting as means to effectively analyze and implement global organizational change programs such as organizational restructuring, leadership development, global remuneration programs, and performance improvement programs. Currently, Elaine is a Lecturer at Bentley University where she oversees the HR concentration, a program which focuses on preparing Human Resources specialists for the challenges of the future such as working with the generations, creating customizable yet scalable talent management systems, and performing workforce analytics. In addition, she teaches in the Bentley MBA program in which she focuses on managing contingent workforce programs, improving global employee engagement and understanding the realities of generational differences. Previously, Elaine was a Principal at Willis Towers Wyatt where she specialized in redesigning the HR function in order to improve performance and deliver more standardized services that drive organizational compliance and performance. Her clients included HP, Charles Schwab, Pottery Barn, Mitsubishi, Raytheon, Reliant Energy, Chevron and Shell Oil. Prior to joining Bentley University she served as the VP of HR at BHP Billington where she focused on building cross business unit leadership pipelines, the VP of HR for Shell Oil Company where she led the implementation of a shift from country to global organizational structures for all US based assets and the Director of Rewards at NeXT Computers where she focused on creating fit-for-purpose scalable reward programs. Elaine holds a bachelor's degree in Psychology from the University of Michigan, and an MBA in Marketing from Eastern Michigan University. She is a Certified Compensation Professional with the WorldatWork and serves as a faculty member for their certification programs. She is an adjunct Faculty at Northeastern University where she teaches Graduate courses in workforce analytics and improving employee engagement. In addition, she has been a guest lecturer at The American National University in Hanoi, Viet Nam.



## Day Three – Finance Essentials

Any business leader charged with leading teams and making strategic decisions on behalf of their organization must have an understanding of the financial impacts and implications of their decisions. In this full day session, Professor Steve Wasserman will immerse participants in the language and practice of finance. Each participant will leave this session with an understanding of how to read and analyze financial statements, how to develop and manage cost-center budgets, and the specifics around leasing and its financial implications.

Topics to be covered in this module include:

- ❖ The Language of Accounting
- ❖ Understanding Financial Statements
- ❖ Analyzing Financial Statements – Exercise
- ❖ Understanding The Cash Cycle – Exercise
- ❖ Leasing –
  - Operating / Capital
  - Closed/open end
  - Balance sheet ramifications
- ❖ Cost Center Budgeting Tactics
- ❖ Managerial Finance
- ❖ Time Value of Money – Exercise

### Professor Steve Wasserman

Steve is a Lecturer in the Finance Department at Bentley University. He began teaching at Bentley as an Adjunct Lecturer in 2012. In addition to teaching, Steve is a consulting CFO to venture backed companies.

Steve has more than 30 years of experience managing corporate finance, accounting, financial planning and analysis, investor relations, legal, and human resources. He has worked in both public and private corporations and has significant Wall Street experience raising equity capital, raising debt capital, transacting mergers and acquisitions, and managing relationships with investors, investment bankers, rating agencies, and commercial banks. Steve has previously served as CFO for technology-focused companies including InfoBionic, Inc.; AppNeta, Inc.; Memento, Inc.; constant Contact, Inc. (NASDAQ:CTCT); Med-i-Bank Inc.; and ON Technology Corporation (NASDAQ:ONTC).



Steve has a BBA degree from the University of Michigan and an MBA degree from Babson College.

## Day Four – Negotiations

The Negotiation module will help participants build and improve upon the skills needed to understand different negotiation situations, and the best-practice approaches to each. In active and engaging sessions through exercises and discussion, Professor Bill Starner will instruct participants on how to manage the flow of conversations so that they can reach a desired outcome.

Topics to be covered in this module include:

- ❖ Understanding the nuances of different negotiation situations
- ❖ Identify and understand best-practice negotiation strategies & tactics, and in what situations they are suitable
- ❖ Anticipate and counter common strategic tactics
- ❖ Understand negotiating positions and interests

### Professor Bill Starner

William S. Starner has an impressive corporate executive background with over 25 years of executive management experience including general management, marketing, customer service and human resources. He has extensive international business experience and possesses in-depth knowledge of a variety of industries. For the past six years, Mr. Starner has been an Adjunct Professor of Management at Bentley University in Waltham, Massachusetts, where he teaches courses in Leadership, Negotiation and Interpersonal Relations in Management at Bentley's McCallum Graduate School of Business, as well as at the undergraduate level. Mr. Starner is the Managing Partner of Windham Partners.

Windham Partners is a professional consulting firm focused on assisting its clients on a variety of global executive leadership issues such as executive selection, assessment, performance, succession planning and negotiating. Prior to Windham Partners, Mr. Starner spent 10 years as a Senior Partner at the international executive search firm Heidrick & Struggles, where he assisted F500 companies such as IBM and Kodak and numerous early-stage, high growth companies build their executive leadership teams. The majority of his work was at the corporate officer and Board of Director level. Prior to Heidrick & Struggles he held executive management positions with Bytex Corporation, a venture capital backed technology company, where he participated in the company's successful IPO. Mr. Starner also held senior Human Resource positions with the General Electric Company.



## Day Five – Leading & Influencing Teams

Now that participants have worked on their individual leadership strengths & developed facility with negotiation strategies, we now will expand their understanding and application of these skills by examining them in a cross-functional team context. As business continues to require extensive collaboration among its functions, it is paramount for leaders to appreciate team dynamics and learn to influence people without authority.

In this module we will explore how to build, participate in, and lead teams more effectively. Participants will discover how teams can improve the way that they make collective decisions; and how teams can solve problems and make decisions more effectively in situations when members have different information and opposing interests.

Topics to be covered in this module include:

- ❖ Team personality types and working styles
- ❖ Cognitive biases & decision making for team effectiveness
- ❖ Managing team vs individual goals
- ❖ Leadership approaches & impact to team performance
- ❖ The impact of competitive and time pressures on team performance
- ❖ Short term task completion vs long-term effectiveness
- ❖ Simulation – Everest Climb

### Professor Jim Pouliopoulos

Jim Pouliopoulos is an educator, executive coach and marketing expert with over 25 years' experience in a variety of industries including high-tech, medical, government and professional services. As a Marketing Lecturer at Bentley University, he teaches a wide variety of courses covering topics including strategic marketing, business planning, market research, new product development, high-tech product marketing and more. Pouliopoulos is the Director of Bentley's new Professional Sales major and a member of the University's Corporate Immersion Institute. As an executive coach, he works with business owners, business leaders and teams to improve strategic focus and effectiveness. Pouliopoulos has contributed to the success of large companies including General Electric and IBM as well as a number of successful small and medium sized firms as a marketing consultant, product manager, director of marketing and sales, spokesperson, public speaker, trainer, facilitator, market researcher and engineer. He is experienced in analyzing market opportunities, developing strategies, and implementing marketing mix tactics. Pouliopoulos is a skilled public speaker, spokesperson, instructor and facilitator who is effective in developing and delivering training programs, conference sessions, and multimedia presentations which deliver maximum educational impact. Pouliopoulos' educational background includes a B.S. in Engineering from Worcester Polytechnic Institute, an M.S. in Engineering from Rensselaer Polytechnic Institute and an MBA from the McCallum Graduate School of Business at Bentley University.



# Application

Please be sure to complete all application fields and submit with the following document attachments:

- One-page essay on why you are drawn to the AFLA Mini-MBA program
- One letter of recommendation from a leader within your current company
- One letter of recommendation from a corporate fleet industry colleague
- A resume/CV showing employment history within the fleet industry

Alternatively, you may apply online at [afla.org/MiniMBA](http://afla.org/MiniMBA)

## General Information

Name: \_\_\_\_\_

Email: \_\_\_\_\_ Phone: \_\_\_\_\_

Current Company: \_\_\_\_\_

Job Title: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City: \_\_\_\_\_ State/Province/Region: \_\_\_\_\_

Postal Code/ZIP: \_\_\_\_\_ Country: \_\_\_\_\_

## Education & Experience

Years in Fleet: \_\_\_\_\_

Highest Degree Earned: \_\_\_\_\_ Year: \_\_\_\_\_

Academic Institution: \_\_\_\_\_

## Submit

To apply online, please visit [afla.org/MiniMBA](http://afla.org/MiniMBA). To submit a paper application, please mail this form, along with a copy of all supplemental documents to:

**AFLA**  
N83 W13410 Leon Road  
Menomonee Falls, WI 53051, USA

Please call 414.386.0366 or email [info@afla.org](mailto:info@afla.org) with any questions about the application or program.