

IMAGINE

Overcoming Your Business Challenges.



Achieve your full potential with our
Certificate in Business Administration Program



From the Director



Dear Business Owner or Manager:

Growth and Improvement. Convenient and Proven. These words probably define what you have in mind as you look for business solutions. This Certificate Program is the only *100% applied, practical, business education and training program designed to immediately improve your company's performance*, while training the owner and managers. In the program, you apply what you learn as you develop and implement a strategic growth and improvement system for your company.

Eight weekends. One Goal: Build your business. The instructors, training, on-site and on-line resources, and a stronger focus on customer relationship management means companies can focus the **CBAP** experience on immediate revenue generation.

We invite you and your company to work with us as a part of your strategic planning process to help improve any aspect of your organization directly affecting your competitive position. Make the time to be a part of the **CBAP** at UIC. You'll gain critical knowledge, build a competitive long-term strategy and see quick results. Following is information on the **Certificate in Business Administration Program**—Enroll in the program now and immediately begin working with program directors on critical issues facing your company.

Sincerely,

Rod Shrader, Faculty Director
Institute for Entrepreneurial Studies
College of Business Administration
University of Illinois at Chicago



Program Advantages

CBAP PARTICIPANTS

A to Z Management, Inc.
A to Z Sales, Inc.
A.D.E. Restaurant Services, Inc.
A1 Communications
AA Rental Center
ABC Auto Parts & Sales, Inc.
ABC Data Entry
Academy of Business & Career Development
Accurate Perforating Company
Accustaff
Ace Precision Tool & Manufacturing
Acomtech Mold, Inc.
Acorn Wire & Iron Works
ACT Metal Deck Supply
Action Bag Company
Active Concepts, Inc.
ADL, Inc.
Advanced Technical Training Center
Advanced Telecommunication Systems
Agri-Fine Corporation
Air Cleaning Specialists
Akers Packaging Service, Inc.
Alanson Manufacturing Co LLC
Alfred Benesch & Co.
All Weather Aluminum
Alliance Refrigeration Co., Inc.
Allied Tubular Rivet
Allured Publishing Corp.
Am. Institute of Smoking Cessation
American Labelmaster Co.
American Lock Company
American Medical Oxygen Sales Corp.
American Mediconnect, Inc.
American MedSearch, Inc.
American Office Equipment Company
American Overseas Transport Ltd.
American Standard Circuits, Inc.
Amtek
Amwell-Div. of McNish Corp.
Analysis, Inc.
Anderson Lock Company
Andrews Printing
Apex Wood Floors
Apollo Eyewear
Aquarius Fluid Products, Inc.
ArchiTech Consulting, Inc.
Argonne National Lab
Armitage PPG Distribution Center
Arm-Tag Precision Grinding Co.
Arnold Industries Inc.
Art Plus Associates, Inc.
Arwa Printers
ASC Window Corporation
Associated Technical Services, Ltd.
Astro Craft, Inc.
AT Products, Inc.
AT&T
ATW Financial Consulting Services
Auto City Rebuilders
Automation Solutions of America
AV Chicago, Inc.
Axis Benefits Consultants, Inc.
Azteca Foods, Inc.
Baird and Company
Barber-Ivory Furniture
Barrique Wine Co.
Barter Corp.
Bartlett Hills Golf Course
Batteast Const. Co. of IL, Inc.
Baxter and Charming
BBMG Golf, Ltd.
Begeman & Co.
Belcom
Bellair Express
Berco Company, Inc.
Berry's Financial Corporation
Berthold Electric Power Services, LLC
Best Messenger Service, Inc.
Best Packaging, Inc.
Better Way, Inc.
BHI Corporation
Blast Away Technologies, Inc.
BLT Investors
Blue Mesa

100% Applied Program

Immediate return on investment. *Immediately* apply 100% of what you learn to the planning, marketing and operations processes within your company. Improvement and growth benefits are experienced by the whole company while you are in the program.

Integrated Design

Easy to use. The Program takes you and your company through a *step-by-step* proven growth and improvement system that we call **Management Through Applied Planning® (MAPP)**. All the sessions are interrelated, with the order of classes determined by their application to your planning and business improvement efforts.

Convenience and Flexibility

It fits your schedule. Classes meet on alternate weekends. If you cannot make a weekend because of a schedule problem, the program design allows you to make up missed sessions at your convenience with a program director. On-site support features guarantee successful completion for any owner or manager.

“As a retired NHL hockey player, I looked for an educational program. This Program allowed me the opportunity to get all the benefits provided by conventional programs in an applied hands-on approach.”

-Grant Mulvey, Former Chicago Blackhawk
Co-founder, Chicago Wolves
CBAP '92

In Class With Your Peers

It feels like home. This Program is designed solely for owners and top-level managers. There are no “students” in this program, only people with your same interests and needs.

In-House Management Support

We make it work with you. Throughout the Program, you will work with a Program Director who will help you implement the tools from the Program into your company. The program directors will help you successfully build your team to address the strategic plan development. The **Certificate in Business Administration Program** is taught and facilitated by a core team of proven performers and subject matter experts. The instructors and program directors include practitioners and skilled educators to bring you real world experience combined with top rated academic credentials.

Performance-Based Faculty

We offer through the **CBAP** at **UIC** the only performance-based faculty in a university-based business management program. You, the participant, judge their performance. The faculty are a critical part of the reason why the **CBAP** is the only applied program in the country and is able to guarantee your return on investment through immediate business improvement.

Learning Model

Blue Ribbon Association, Inc.
Borman Development Company, Inc.
Bottega Design, Inc.
Bowne of Chicago
Boyd Electric Inc.
Bradford Group
Brainard-Nielsen Marketing
Brand Scaffold Services, Inc.
Breakaway Technologies, Inc.
Brennan Jacob & Associates
Brian M. Green & Assoc.
Brisky Associates, Inc.
Brite-O-Matic Manufacturing, Inc.
Brukoff-Chaffee Marketing Comm., Inc.
Buehler, Ltd.
Buhrke Industries
Bullard & Evans
Burnside Construction Company
Busch, Inc.
Business Machine Agents, Inc.
Business Systems of America, Inc.
C TAP L.L.C.
Calgene Chemical
Canada & Klein Ltd.
Canine Coiffures
Cap and Seal Co., Inc.
Capital Cleaning
Capital Development & Consulting
Carleton M. Tower & Co., Ltd.
Carlson Seekatz, Inc.
Carnegie Management Associates
Carney and Company, Inc.
Cary Physical Therapy & Sport Rehab.
Catholic Health Partners
CCC Corp.
CDC
CE Jensen & Sons
Celco Industries, Inc.
CenterPoint Properties
Century 21 S.G.R. Inc.
Century Moving & Storage, Inc.
CFM Associates, Inc.
Challenger Lighting
Chalmers Development Corp.
Cherskov & Flaynik
Chgo Addressing - Merchants Co.
Chicago Board of Trade
Chicago Cooling Corporation
Chicago Direct
Chicago Facial Rejuvenation Clinic
Chicago Grinding & Machine Co.
Chicago Machine Tool Company
Chicago Mutual Liability Company
Chicago Truck Leasing
Chicago Wolves
Chicagoland Publishing Co.
Choice Sales & Marketing, Inc.
Chris Craft Industrial Products
Chris Craft Industrial Products, Inc.
Christine Goldschmidt Designs
Circle K Industries
CJ Anderson & Company, Inc.
ClaimsCo International, Inc.
Clarion Construction
Clarke Mosquito Control
Classic Countertops
CLC Lubricants
Clipper Industries, Inc.
Closets by Design
ClosetWorks
CMI
Cobey True Value Hardware
Collins and Company
Collins Fireplace & Patio
ComCorp
Communication Management Associates
Complete Industrial Contractors, Inc.
Components Importers International
Comprehensive Therapeutics, Ltd.
Compressor Development Corp.
Compu-Scribes, Inc.
Computer Innovations, Inc.
Computer Network Services
Computer Svces & Consulting Inc.
Conam Inspection Inc.
Concord Computing Corp.

CBAP Philosophy

Every business should plan for growth, and in the long run only those solutions that can grow the business profitably are truly viable. We help create an environment where a smaller investment of resources is needed in order to realize greater benefits than ever before. Our approach includes the intelligent combination of education and the facilitation of proven tools and techniques. What this means is that we help owners and managers prepare their organizations strategically and then leave behind newly developed strengths to help others in the organization deploy the strategy and continuously improve its results.

It is not necessary to change. Survival is not mandatory

- W. Edwards Deming

Methodologies

Today, the only real competitive advantage is how adaptable your company is to meet rising customer expectations, and changes in the environment. Strategic thinking and a plan to implement the ideas will help you build such a management system. Management Through Applied Planning® is our proven, step-by-step Strategic Management system that is applied and customized to your business. Strategy is developed, deployed, and implemented as real-time projects to grow and improve the whole organization, a strategic business unit or a functional area. The MAPP system is the CBAP's core strategic management content. You and your team will design a management system that is adaptable and able to remain competitive whether your markets and customers are local, regional, national or global.

As part of the MAPP System's implementation phase the CBAP provides you and your company with the training and support to evaluate your day-to-day operations and implement your strategic planning using state-of-the art systems management tools.



Learning Model

Concord Consultants, Inc.
Confidential Investigative Consultants
Consulting Engineers Group, Inc.
Construction Service Associates
Continental Jewelry Replacement
Control Data
Conversions, Inc.
Cook Moving Systems, Inc.
Cooling Equipment Service, Inc.
Corporate Communications
Corrosion Monitoring Services
CP Moyen Co., Inc.
Craftsman Custom Metals
Cragin Industrial Supply Co., Inc.
Cragin Metal Products Corporation
Creative Kids Childcare
Creative Machinery
Creative Media Development
Crest Engineering & Machining, Inc.
CSF Marketing Services, Inc.
Culligan International Co.
Culligan Water Conditioning
Custom Woodwork & Design, Inc.
Dacor Corporation
Dahlstrom Display
Dakota-K Auto Repair and Tire Center
DARC Development Corp.
Darwill Laser Graphics
Data Comm Networking, Inc.
Data Dimensions Corp.
DAVIS Temporaries, Inc.
Dawes Construction & Associates
Dearborn Companies
DeEnterprises, Inc.
Dehler Manufacturing Co., Inc.
Dekker Electric Supply, Inc.
Delta Controls Chicago
Design Resource Center
Designlab Chicago
Devcon Consumer Products
Dexter Magnetic Materials
Dickerson Engineering, Inc.
Die-Mate Corporation
Digital Equipment Corp.
DLS Electronic Systems, Inc.
Doc Dor Group Ltd./Marquis Group Ltd.
Dodge Decorators & Assoc.
Doings Newspapers, Inc.
Doyen & Associates, Inc.
DP Systems, Inc.
DR/Balti Contracting Co., Inc.
Drescher Landscaping, Inc.
Drive Controls, Inc.
Dudek & Bock Spring Manufacturing
Company
Dunn-Rite of America, Inc.
Duo-Temp, Inc.
Duplicates
Dura-Glaze Porcelain Refinishing Service
Dytec Midwest, Inc.
Edlong Corporation
E D Sales and Service, Inc.
E.L.A. Security, Inc.
Eagle Grinding Wheel Corp.
Earl Mich Co.
Echelon Design
Economy Folding Box Corp.
Edgewater Insurance Services
Edward R. Kirby & Associates, Inc.
EJ Quiballo, Ltd.
Eki
Electro Insulation Corporation
Electro-Technic Products, Inc.
Elgin Dairy Foods, Inc.
Elite Electronic Engineering, Inc.
Ellison, Dozier & Associates
Emergency Physicians Group, Ltd.
Emrik, Inc.
Engineered Plastic Products Corp.
Engineering Enterprises, Inc.
Entropy International Inc
Environmental Concepts
Epton, Mullin, & Druth, Ltd.
EQ, Design, Inc.
Equipto Electronics Corporation
Errand Boy, Inc.

Interaction

Team Building – This Program is structured to include everyone in your company in the business improvement process in order to successfully implement all the new tools and techniques through either the classroom or on-site training components. The whole company will successfully integrate the strategic planning process within the organization; acquire team building and management skills; develop leadership layers and rethink existing incentives and compensation packages.

Your Peers

The CBAP at UIC has been designed for owners/presidents and top-level managers, whose business experience and industry expertise is essential to the bottom-line effectiveness of this program. There are no “students” in this program, only people with your same interests and needs. Opportunities to enjoy dynamic discussions and shared learning among participants from all industries are available during class sessions, at mealtimes and in-between CBAP weekends. Even after the CBAP ends, an established alumni network continues to meet during the year.

Structure and Support

Classes meet on alternate weekends. If you cannot make a weekend because of a schedule problem, the program design allows you to make up missed sessions at your convenience with program directors. In addition to an overall three-stage design – education, training, and customized implementation – another service dimension is on-site support.

Throughout the CBAP, you will work with a program director who will help you implement the tools from the program into your company. The program director will help you successfully build your team to address the development of a strategic plan, a continuous improvement process, leadership development efforts and other strategies.

The classroom flexibility and on-site support features, guarantee successful completion for anyone no matter how busy your schedule.

“I was an operations person with no experience in finance and administration. Those deficiencies were wearing me down. The program gave me a lot of confidence in myself and my abilities. The CBA classes helped me fine tune or confirm some accounting or financial changes I had been in the process of making, and I learned a lot about operations at the same time. The program gave me a lot of confidence in myself and my abilities.”

-Rachel Hubka
President, Rachel’s Bus Company, Inc.
CBAP ‘93

Curriculum

ETS-Lindgren
European Craftsmanship
Exhibit Partners, Inc.
Eye Care Physicians & Surgeons
FBC Industries
FiberopticStudio
Fidelity Container Corporation
Fire Facilities Inc.
Flash General
Fleetwood Paper Co.
Fletcher Chicago, Inc.
FONA International
Fotel, Inc.
Formax, Inc.
Forster Tool & Manufacturing
Foswyn Arms Apartments
Fotofabrication Corp.
Four Word Industries Corporation
Franke Gear Works, Inc.
Frontier Electric Supply, Inc.
FSR, Inc.
Full Line Printing, Inc.
Gabriel's Pub, Ltd.
Gaines International
Galilee Enterprise
GATS Limited
G-Bar Corp.
General Business Forms
Genieco, Inc.
Georgia Nut Company
Giddings & Lewis
GJ Nikolas Co. Inc.
Glavin, Inc.
Global Industrial Products, Inc.
Global Synergy Partnership, Inc.
Globe Glass
Golden Flag, Inc.
GOOltch, Inc.
Graphic Arts Equipment Co.
Graphic Enterprises
Greater Illinois Title Co.
Gregor Jonsson Inc.
Gus Berthold Electric Co
Hadady Machining Co.
Hamilton Grey Executive Search
Hampton Business Machines
Handzel and Assoc. Ltd.
Hartman Publishing
Hats Emporium
HB Barnard Company
Health Care Supplies of Chicago
Health Partners America
Healthcare Computing Strategies
Hendrickson - The Care of Trees
Henning-Krajewski Trading
Henry Newgard & Co.
Heritage Manor
Highland Corporation
Hinrich, Inc.
Hitec Group International, Inc.
Hitek Equipment, Inc.
Hommer Tool and Manufacturing, Inc.
Horizon Dental Center
Hoving & Sons, Inc.
HQC Incorporated
Hub City Terminals
Hudson Screw Machine Products Co.
Hufford Furniture Co., Inc.
Hughes Optical Products
Hunt Screw & Manufacturing Co.
Hyde Park Self Storage, Inc.
Illinois Bell
Illinois Flush Door, Inc.
Illinois Home Improvement Corp.
Illinois Technical Services
Independent Mechanical Industries
Industrial Adhesives Co.
Inland Environmental
Insty-Prints
Intech Consultants, Inc.
Interface Cellular Communications
Interim Personnel
Interior Contractors
International House of Pancakes
International Product Pickup Service Inc
International Sourcing, Inc.

Strategic Management Sessions

Management through Applied Planning®

is a proven growth and improvement system that will enable you, with the ongoing training and support of the Program, to implement a strategic planning process.

Performance Outcome: A strategic growth and improvement system, organized by major activities within the company with performance measures linking strategy to department, individual and team performance.

Managing Growth

“Growing the company” is frequently a choice made by many entrepreneurs. Setting goals and objectives and developing strategies that consider the opportunities and implications of growth will be critical to future success. Often firms “grow broke” not only because they are financially ill-prepared for growth but also because the entrepreneur has not properly planned for the organizational and management pitfalls and challenges of growth. This session will provide a framework from which growth can be integrated into the strategic planning process.

Conducting a Company Environmental Scan

This session encompasses the first part of the CBAP, where the strategic planning process is introduced to the company as well as the dynamics of managing teams, project development, process improvement and key human resource development tools. In this team-based and hands-on session, the team conducts a systematic review of the major internal and external factors facing the organization in order to begin to discover what differentiates their firm from competitors.

Developing your Strategy

This session emphasizes the need to clearly identify the major strategic issues facing the firm, the importance of preparing a written vision and mission statement and helps the participant define the firm’s overall long-term strategy. By focusing the planning process on the major strategic issues facing the firm, the learner is better prepared to precisely define specific growth and improvement priorities to be the heart of the implementation plan.

Goal Setting

This session emphasizes the practical understanding of the process and content of strategic management. It uses participants’ real world examples of strategic planning to reinforce the concepts learned in this and previous strategic management sessions. Finally it helps participants understand and develop goals that will help link everyone in the company to the overall vision.

Curriculum

Internet Construction
Inter-Pro Auto Body
Interstate Auto Transport, Inc.
Intron Corp.
IPP Lithocol
iSky Panels, Inc.
Itasca Plastics
Iverson Perennial Gardens
J.B. Dawn Products, Inc.
J.C. Schultz Enterprises, Inc.
J.M. Sweeney
J.S. Losch & Assoc.
JA Marketing
James H. Anderson Inc.
James W. Smith Printing, Co.
Jennings Terrace Inc.
Jeremy Construction Company
JHC Corporation
JLW Instruments, Inc.
Johnson Electric Co.
Johnson Pipe & Supply
Jones and Cleary Roofing Co., Inc.
Joseph Salerno, Inc.
Joy Recovery Technology Corp.
JTD, Inc.
Just Ducky
K M R Associates, Inc.
K&S Imaging
Kane Graphical Corporation
Kay Manufacturing Company
Keep It Simple Solutions
Keith Stewart Fruit Products, Inc.
Kel Mel Supply Company
Kelburn Engineering, Inc.
Keller & Assocs.
Kenneth A. Rivers, MD
Kennicott Brothers Co.
Ketone Automotive
Keyline Solutions, Inc.
Kiefer Pool Equipment Company
Kirk/Tyler, Inc. Architects & Engineers
Kleen-Air Service Co.
Koch Materials Co.
Kolatek's Bakery
Konstant Architecture Planning, Inc.
Korea Foreign Trade Assn.
Korex Enterprises, Inc.
Kraft Chemical Company
Krage's Auto Center
Kropp Insurance
L. Krinsky Sons, Inc.
L.R. Gregory & Son, Inc.
La Justicia
Lake Point Foods
Landmark Homes
Larsen Leasing Ltd.
Larson Cataract and Laser Center
Laser Graphics
LaShore Press
Laurus Technologies
Le Bac Plastic Mold Company, Inc.
Lega Serv/++, Inc.
Leirum Enterprises, Inc.
Lektro-Vend Corporation
Leon D. Finney Jr. & Assoc.
Letco
Libra Industries, Inc.
Lift Parts International
Lincoln Abrasives Corp.
Lith-o-Roll Chicago, Inc.
Logic Plus, Inc.
London House/SRA
M. W. Doran, Inc.
M.C. Bowens & Associates
Maddock Industries
Madewell Inc.
Magnetrol International, Inc.
Mahoney Environmental
Mahzel Metals, Inc.
Mail Boxes Etc.
Maly Warehouse
Mandar-Inn Restaurant
Marble Emporium, Inc.
Marian Professional Construction
Maria's Janitorial Services
Mark Stanley Masonry, Inc.



Strategic Management Sessions - continued

Developing Your Strategic Direction

In this session, the participant is introduced to a systematic review of the major internal and external factors facing the organization. The objective of this investigation is to begin to discover and construct a business model that differentiates his/her firm from competitors. Participants begin to formulate what products/services to provide in the future; who these products/services should be targeted toward; and in what geographic area marketing efforts should be concentrated.

Building and Managing a Dynamic, Adaptive Enterprise

Understanding the implications of change in a technologically turbulent and growing economy is crucial to not only setting the direction of the firm, but also in installing those changes demanded by growth. Knowing their own personal leadership strengths and weaknesses along with the new skill sets demanded by change and growth, participants will have a much better chance at leading the implementation of their CBAP plan.

Curriculum

Marketing Werks, Inc.
Markle & Harnish/Total Plus
Martin-Brower Distribution Co.
Marycrest Construction Co.
Massart Enterprises, Inc.
McCahill Painting Company
MD Orthotic & Prosthetic Lab
MDB Document Systems
Medical & Rehab. Management Services
Mega Enterprises
Mendota Agri-Products, Inc.
Mercury Press, Inc.
Meridian Packaging, Inc.
Merit Mechanical Systems, Inc.
Meta-4
Metro Exhibit Corporation
Metro Mail Corporation
Meyers Super Foods
Micro Maintenance
Micro Scientific Industries
Mid-America Plywood
MID-ARC, Inc.
Midco Inc.
Mid-Way Supply, Inc.
Midwest Commercial Fitness
Midwest Eye Physicians
Migatron Corp.
Mill Creek Systems, Inc.
Mohawk Plastering Corp.
Monastery Hill Bindery
MonoSol, LLC
Morgan Bronze Products, Inc.
Morrison Timing Screw Co.
MTH Industries
Mullarkey Associates, Inc.
Multimodal International, Ltd.
N. E. Rome & Associates
Nagle-Hartray & Assoc., Ltd.
Naper Olympic Health Club
National Security, Inc.
National Technology Inc.
Nerad Tool and Stamping Co.
New Horizons Construction Inc.
Nexxon International
NIC Transit
Nortech Telecommunications, Inc.
North Shore Heating & Cooling Corp.
Northern Weathermakers, Inc.
Oakley Millwork, Inc.
Oberweis Dairy
Oce Printing Systems
O'Connors Suburban
Octagon Hair Salon, Inc.
O'Fame, Inc.
Olson Landscaping Company
Omni Electrical Systems, Inc.
OMNI Printing
Onspec, Inc.
Optima Business Systems
PaceMark Technologies, Inc.
Pacific Precision Prod., Inc.
Packaging Design Corporation
Packaging Systems, Inc.
Par Golf Supply
Park West Catering
Parkway Cartage, Inc.
Parkway Metal Prod.
Pasquesi Home & Farm Supplies
Paul Construction Co.
Payphone Services, Inc.
PeopleWorks
Pericorp
Permaco, Inc.
Petra Manufacturing Company
Pewag Inc.
Peyton Elevator Co.
Pharmstaff, Ltd.
Phoenix Staffing
Photocraft, Inc.
Physicians' Service Center, Inc.
Piping Design Consultants
Pirtek Hoses & Assemblies
Plymouth Tube Company
Polpress Printing
Poly Circuits, Inc.
Premier Plastics Corp.

Marketing Management Sessions

The ability to read and interpret the business environment from a customer perspective is critical to adaptation and change.

Performance Outcome: A customer-focused marketing plan with realistic goals, and a sales process to achieve new growth.

Strategic Market Planning

Before formulating strategies, it is essential to fully understand who customers are, where they are located, and the product to create or market position to maintain. In this session, participants will hear that “Marketing is Everything”. This theme emphasizes the fact that during the important work conducted in the Strategic Management sessions, customer focus should be preserved and used to better develop a “laser-like” focus on the customer. A marketing mentality, as opposed to a purely “sales” orientation, is crucial to contributing to the overall growth of a business through more competitive organizational strategies.

Marketing Mix

These sessions involving the four P's build on the previous sessions, through a further investigation of how the instruments of marketing work, specifically the creation of marketing strategies for pricing, distribution and promotion methods for products and services.

Marketing Communications

Now that the participant has determined what product and/or service to offer, where it will be offered and to whom (the company's mission statement), it's time to communicate the positioning of the company within the market place via the communications strategy. This session provides the context and techniques needed to gain a better understanding of how to effectively communicate benefits and uses for a product or service to a customer in order to accomplish a variety of objectives.

Product Strategy

Now that the participant has determined what strategy to pursue, what to offer and to whom, it's time to improve the positioning of the company within the market place via the product strategy. This session provides the context and techniques needed to gain a better understanding of how to improve product benefits and uses to customers.

“The CBAP allowed us to step back and determine the most competitive strategy for our company. Today, even in a down manufacturing market, we're able to take that focus and realize an increase in the quality of our sales in terms of customers and overall profitability. Also, from having a company-wide understanding of what is strategic and what is not, we can focus on the most critical areas of the company to continue to improve and help us continue this growth.”

-Ray Fearing, Vice President
Drive Controls, Inc., (CBAP '01)

Curriculum

Press, Type and Copy
Prestige Nursery Garden
Pre-Tech Mfg. Co., Inc.
Print Mart
Printing Plus of Roselle
Priority Manufacturing, Inc.
Priority Staffing, Ltd.
Private Home Care, Inc.
Process Engineering Corp.
Progressive Communications, Inc.
Pulmonary Exchange, LTD
Pyramid Packaging, Inc.
Pyramid Travel Service, Inc.
Quality Care Group, Inc.
Quality Croutons, Inc.
Quartz Mountain Inn
R. Bauer & Associates, Inc.
R. Olson Mfg. Co., Inc.
R.R. Floody Company, Inc.
Rachel's Bus Company
Rad Art Screen Printing, Inc.
Radicom Inc.
Railhead Corporation
Rainbow Fish House Inc.
Ram Seal Co., Inc.
Ramp Inc.
Rapid Pro Truck Service, Inc.
Real Estate Analysis Corporation
Reed Illinois Corporation
Reedy Industries
RETA Security, Inc.
Reynolds & Associates
RG Associates
Rich Graphics
Richmond Textiles, Inc.
Riis Borg Construction Co.
Riverwalk Lighting
RLD Corporation
RM Reid & Associates Inc.
Robert Gill & Co., Inc.
Robert Nielsen & Associates
Robert Wehn & Associates
Robertson & Associates
Roughneck Concrete Drilling & Sawing
Round Ground Metals
RPH on the Go USA, Inc.
Ryan Construction
S & R Construction
S.D. Heating Cooling & Ventilation
Safety Meeting Outlines, Inc.
Saint Technologies, Inc.
Salt Creek Design Associates
Salvage One Architectural Artifacts
Sarcol, Inc.
Scadron Outdoor Advertising
Schieffelin & Somerset Co.
Schmit Labs
Schneider Brothers
Searls Associates
Sedgwick CMS
SEI Information Technology
Service Web Offset Printing Corp.
Shaw Homes, Inc.
Shuler Design Technology Inc.
Signode Corporation
Silliker Laboratories Group, Inc.
Simcon Ltd.
Smith and Richardson Manufacturing
Smith Power Transmission Co.
Smithereen Exterminating Company
Soodik Printing Co.
South Shore Decorating Center, Inc.
South Shore Self-Storage, Inc.
Specialty Store Services
Specialty Engineering & Equipment Co.
Spectrum Restoration Services
Spherion
Spring St. Gardens, Inc.
Staffing Consultants
Stand Fast Packaging
Sterling Engineering
Stevens Exhibits
Stone Container Corp.
Storms Industries
Storymail
Stratigraphics

Operations Management Sessions

The CBAP uses a proven process management methodology that will help you put into practice strategic planning to solve critical day to day problems in your company.

Performance Outcome: Reduce key operating costs by implementing a continuous improvement plan to achieve lean operations.

Lean Sales Process

This session provides an introduction to the Lean Process Oriented Management focus of the overall program. Participants gain an introduction and practical insight into Enterprise Process Architecture and the importance of a “Lean” Sales Process.

Planning and Managing the Virtual Lean Enterprise

In prior sessions, participants have performed a “SWOT” analysis in order to develop understanding of the competitive advantages and disadvantages of their current products and markets strategies as well as vision statements and updated strategies to improve competitive advantage. In this session, participants will deploy a strategy to a process in need of improvement.

Lean Principles, Tools and Practices

Whether you are a manufacturer or a service organization, lean principles are a key to understanding how continuous improvement efforts throughout your organization can be better integrated with your organizational strategy, people, and processes. This session is presented at this stage of the program as participants begin to more fully understand the importance of managing your organization as a system of processes in order to gain and sustain a competitive advantage.

Lean Performance Workshop

In prior sessions, participants have utilized the Lean Cultural Principles to deploy strategy to a process in need of improvement, developed a perspective on the Lean Processes present in their enterprise, selected a process for improvement that links to their strategy, and utilized lean tools in order to improve their process. The workshop session reinforces and expands the use of lean tools in the development, maintenance, and improvement of the Process Standard.

Converting Processes into Roles

This session focuses squarely on implementation by providing practical tools for translating processes into clearly defined individual roles. It also provides a simple approach to defining organizational structure and career paths.

Designing Human Resource Systems

Learners will see several real life examples of human resource systems that support clearly defined roles. At the end of the sessions, participants will be capable of participating in developing human resource systems that support their strategies and processes. Tools and examples from these sessions will enable participants to improve their organization's ability to attract, retain, and develop employees. Having well-trained and motivated employees will enhance the execution of the strategic plan.

Curriculum

Stucco Systems, Inc.
Sullivan's Oil & Gas Heating
Suparossa Pizza
Super Industries, Inc.
Superfresh
Super Roco Steel and Tube , Ltd.
Superior American Plastics, Co.
Synnestvedt Company
Systech, Inc.
Tek Pak, Inc.
Telecom Management, Inc.
Thatcher Oaks, Inc.
The Brand Companies, Inc.
The Brookside Associates, Ltd.
The Doctor's Offices
The Empowerment Institute
The Gourmet Pantry, Inc.
The Hedman Company
The Informed Advantage
The Inkwell Printing & Design
The Label Printers
The Metro Group, Inc.
The Morse Group
The Owens Group, Inc.
The Personnel Network
The PQ Corporation
The Rainbow Center
The Ross Group, Inc.
The Roth Group
The Shopper
The Stiffel Co.
The Stutz Co.
Thermal Laminating Corporation
Thermo-Graphic, Inc.
Thomas Engineering
Thornapple Landscapes, Inc.
Thresholds
Tilton, Kelly & Bell, L.L.C.
Tolbert Packaging, Inc.
Topaz Productions
Total Printing and Mailing
Transitions Into Parenting, Inc.
Translation Services
Travel Caddy/Champion
Trench-It, Inc.
TRIMM, Inc.
Tripar International
True World Foods, Inc.
TTC Marketing Solutions
Ty Miles, Inc.
Ultra Industries, Inc.
Ultragraphics Litho, Inc.
UNISoft Consulting, Inc.
United Armored Corp.
United Appraisal, Inc.
Uniwear, Inc.
V Group
Vanart Engineering Co.
Vanell, Inc.
Vanguard Archives
Vans, Inc.
Vantage Point Technologies, Inc.
Versatile Installations
Vertu, Inc.
Victory Graphics
Viking Business Forms
W.J. Foster & Co., Inc.
Waldemar Builders, Inc.
Walsh Services, Inc.
Walter Nye & Company, Inc.
Warm'Boot, Ltd.
Warshawsky & Co.
West Fuels, Inc.
Wilcox Insurance Agency
William Dawson Nursing Center, Inc.
Wisconsin Tool and Stamping Co.
WMS Gaming Inc.
Women In Business, Inc.
Women's Workout World
Wooock Insurance Agency
Wood Structure, Inc.
Work Zone Safety, Inc.
WOT
Wrox Press, Inc.
X-Ray Imaging Solutions Inc.
Zeftek, Inc.
Zeman Manufacturing

Financial Management Sessions

A fundamental basis of financial analysis is the historic data generated by not only the firm's accounting system, but also by the marketing department and the firm's operations. Unless Company's management is able to accurately record, report and analyze financial information, the manager will not be able to make sound financial decisions -- decisions which form the basis for the goals and objectives of a strategic plan.

Performance Outcome: More effective acquisition and allocation of funds, integration of cash flow with operational activities, quantifying the financial impact of non-financial activities, and identifying financial performance measures.

Business Accounting Fundamentals

This introductory financial management session is designed to build the foundation for future financial management by developing a proficiency in compiling, reading and analyzing financial statements.

Understanding Financial Statements

This session continues to develop an understanding and competency around financial statements through classroom presentation and case study exercises.

Operating Funds Management

This session covers a fundamental management control technique - cash management and budgeting. This analytical control enables the manager to assess actual operational trends, pointing to possible problems in business processes, such as credit management, inventory, etc., and to avoid crisis management.

Managerial Accounting Concepts and Techniques

This session concentrates on reporting accounting information to management and understanding and use of break-even analysis. The feedback achieved through budgeting, performance reporting and establishing standard costs, establishes the link of evaluation and control necessary to keep the manager's strategic plan current and useful.

Financial Analysis

This session concentrates on financial analysis, including time value of money, capital investment analysis, ratio analysis and business valuation. Financing options will also be discussed. The manager's strategic plan may include proposals for making and funding various capital investment projects. The materials presented in this session will enable the participant to perform an analysis of these projects in order to gauge their impact on the financial goals and objectives of the strategic plan.

Faculty

Our Performance-based CBAP Faculty

The Certificate in Business Administration Program is taught and facilitated by a core team of proven performers and subject matter experts. The instructors and program directors, include practitioners and skilled educators to bring you real world experience combined with top-rated academic talents.



Edward A. Allfrey - Strategic Management/Program Director

Edward A. Allfrey, Edward Allfrey, one of founders of the Certificate in Business Administration Program at UIC, has been a pioneer in the development of practical education and training. With more than 25 years of experience in management education and as a teacher, management tool developer, national trainer, speaker and consultant, he brings a unique strategy development and implementation process to the program. He is a principal partner of the Center for Enterprise Development, a business education, training and consulting company.



Brian J. Carroll - Operations Management

Brian J. Carroll, is a Principal of Performance Improvement Consulting, Inc. (PIC), a management consulting firm specializing in Lean Performance services located in Downers Grove, Illinois. He is the author of “Lean Performance ERP Project Management: Implementing the Virtual Lean Enterprise”, an Auerbach Publication, 2nd edition publishing Summer 2007. Mr. Carroll is also an instructor in the Lean Performance Certificate Series offered by the Center for Enterprise Development.



Joseph Cherian - Marketing Management

Joseph Cherian, PhD. Joe Cherian is an Associate Professor of Marketing at the University of Illinois at Chicago in the College of Business Administration. He has taught marketing and strategy in MBA programs and in several executive education seminars, and he is equally comfortable in the academic and practitioner worlds. In his most recent engagement as the Associate Dean of MBA programs at UIC, he has overseen the quintupling of revenues to the college and of more than doubling of student satisfaction scores. Dr. Cherian has been an instructor in the CBAP for over 10 years. Testimony to his value to the participants is that his phrase, “Marketing is Everything”, is evident in the customer and market analysis and strategy at the center of all the strategic plans that are developed in the program.



Rod Shrader - Strategic Management/IES Faculty Director

Rod Shrader, PhD. Rod Shrader is the Faculty Director of the Institute for Entrepreneurial Studies at the University of Illinois at Chicago, he is the holder of the Coleman Foundation Chair in Entrepreneurship, and an Associate Professor of Management and Entrepreneurship at the College of Business Administration. He is the Founder and Director of UIC’s Technology Ventures Program. Since inception of the program in 2005, teams have successfully launched four biotechnology companies under his guidance. His award-winning entrepreneurship research has been published in top academic journals. The Institute is one of the first in a university business school and Success Magazine ranked the entrepreneurship program one of the top 3 in the country.



Faculty



Lyn Soo Hoo - Financial Management

Lyn Soo Hoo, CPA, MBA. Lyn Soo Hoo has consulted with businesses in a variety of industries for over 17 years. Her business experience includes auditing and analysis, accounting, budgeting, cash flow projections, valuation and strategic planning and operations management as it relates to financial objectives and tasks. Her training and facilitation experiences include instructional design and class and workshop presentations. In addition to working for a major accounting firm and an international consulting and training company she is the founder and President of Financial Works, Inc., a company specializing in providing hands-on accounting, financial and related training and strategic services to business organizations. She brings real world experience to her 13 years of instructing in the CBAP. Ms. Soo Hoo's MBA is from the J. L. Kellogg Graduate School of Management.



Thomas N. Trone - Strategic Management

Thomas N. Trone, PhD. Tom Trone is an Adjunct Professor at the University of Illinois Champaign teaching in Entrepreneurship and Strategic Management. He has been the business creator/owner/operator of 10 companies in 4 different industries with 3000 employees- Computer/IT, Food Manufacturing/Distribution/Retail, Real Estate Development, Professional Services - Engineering and IT Consulting. Since 1993 he has found time to guide John Deere & Company, a 160-year-old American icon into the 21st century as both a consultant and now an employee in developing new business globally through acquisitions. He has taught in the CBAP since its inception in the areas of Managing Growth, Innovation and Change and Organizational Design.



John Udelhofen - Strategic Management

John Udelhofen is the co-founder of Laurus Technologies. He has over 26 years of experience in entrepreneurship in middle market companies in a broad range of businesses. He has worked in and managed start-ups, fast growing companies and turnarounds. He has expertise in acquisitions, mergers, financial reporting, operations, automated systems, budgeting and planning, tax administration, risk and human resource management. He was inducted into the Chicago Entrepreneurship Hall of Fame and a finalist for both the Ernst and Young Entrepreneur of the Year and Illinois Technology Association CEO of the Year. He hold an MBA from the Lake Forest Graduate School of Management..



Dean Walsh - Operations Management

Dean Walsh, MBA. Dean Walsh has consulted in the area of performance improvement for seventeen years and founded Sullivan and Walsh Associates in 1995, a management consulting firm dedicated to improving the way organizations perform their work. Dean was a Partner at Center for Workforce Effectiveness and a Consultant at Sibson & Company and at Hewitt Associates. Before that, he was the Director of Marketing for the Mason Shoe Company, the world's largest direct marketer of footwear. Dean holds a Masters in Management degree from the J.L. Kellogg Graduate School of Management and a Bachelor of Arts degree in Economics from Lawrence University.



How It All Works

PROGRAM STRUCTURE

Today, the only real competitive advantage is how adaptable your company is to meet rising customer expectations. Strategic thinking and a plan to implement the ideas will help you build such a management system.

Refined over 20 years with nearly 1,000 companies, *Management Through Applied Planning*® is our proven step-by-step strategic management system that is applied and customized to your business. This hands-on methodology provides you and your company with the training and on-site facilitation to evaluate and improve your daily operations while executing a plan for tomorrow.

The class sessions of the program take place on eight, alternating weekends. The typical weekend schedule includes four, three-hour sessions beginning at 1:00 p.m. and 5:15 p.m. on Friday and 9:00 a.m. and 1:15 p.m. on Saturday.

On-site facilitation with program directors is scheduled in-between weekends to help you implement the tools from the program into your company. Our program directors help you successfully build your team to address the development and implementation of a strategic plan for future growth and improvement.

We invite you to learn more about our program, obtain current schedules and register for upcoming CBAP events, visit our website at ...

www.ced-uic.com/cbap



UIC Institute for
UNIVERSITY OF ILLINOIS
AT CHICAGO Entrepreneurial Studies
COLLEGE OF BUSINESS ADMINISTRATION

Our Exclusive MAPP SYSTEM

Management Through Applied Planning®

The Certificate in Business Administration Program uses the proprietary Management through Applied Planning® (MAPP) system, a proven, step-by-step approach based on the realities of business growth. With your planning team, you'll build a management system for immediate improvement and long-term growth.



1. Organizing to Plan

You'll build a team for successful goal setting – and goal getting! By encouraging communications, you'll build a foundation for fact-based decision making. You'll also identify critical issues and develop your planning process and timeline.

2. Environmental Analysis

You and your team will analyze your company inside and outside. You'll ask questions like "Who are our prime customers?" and "What value do we provide?" You'll decide what's relevant to performance today, while paving a path for tomorrow.

3. Strategic Direction

You'll explore options to grow your business. Focusing on your competitive advantages, you'll work together to define written strategies and objectives. You'll also draft vision and mission statements to drive your plan toward long-term growth.

4. Implementation

This is your goal: Results. You'll build a strategy-driven action plan. Your resources will be focused on the most productive uses. Growth and development plans and process improvement projects will take place.

5. Performance Development

You'll experience an improved quality of life for yourself and your people. Employee loyalty and morale will be strengthened and together you'll fulfill more mutual goals.

Individualized support between program weekends will be available on-line and by appointment at your office to help you and your team reach your goals. No other program in the country offers this commitment in rich resources and hands-on coaching.

Certificate in Business Administration at UIC **CBAP**
www.ced-uic.com/cbap

Class Sessions

Schedule

Fridays

SESSION 1: 1:00 p.m. - 4:15 p.m.

SESSION 2: 5:15 p.m. - 8:30 p.m.

Saturdays

SESSION 3: 9:00 a.m. - 12:15 p.m.

SESSION 4: 1:15 p.m. - 4:30 p.m.

Location:

Class sessions and individual sessions scheduled with the Program Directors are held at:

**U of I Multi-University Center at Oak Brook
1010 Jorie Boulevard
Oak Brook, Illinois 60523**

WEEKEND	FRIDAY	SATURDAY
1	SESSION 1 Program Introduction SESSION 2 Entrepreneurship	SESSION 3 Managing Growth SESSION 4 Goal Setting
2	¹ Strategic Market Planning Part 1 ² Business Accounting Fundamentals	³ Developing Your Strategic Direction ⁴ Conducting a Company Environmental Scan
3	¹ Strategic Market Planning Part 2 ² Developing Your Strategy	³ Understanding Financial Statements ⁴ Lean Sales Process
4	¹ Product Squirm ² Converting Processes Into Roles	³ Today's Organization ⁴ Planning and Managing the Virtual Lean Enterprise
5	¹ Marketing Mix Part 1 ² Designing Human Resource Systems Part 1	³ Operating Funds Management ⁴ Lean Principles Tools and Practices
6	¹ Marketing Mix Part 2 ² Managerial Accounting Concepts	³ Designing Human Resource Systems Part 2 ⁴ Lean Performance Workshop
7	¹ Communication Squirm ² Financial Analysis & Going to the Bank	³ Change Management ⁴ Business Model Overview
8	¹ Strategic Plan Presentations ² Strategic Plan Presentations	³ Strategic Plan Presentations (third presentation session will be added if needed based on class size)

Tentative schedule. Final class sessions on any given weekend will be set one month prior to the start date of the program.



CENTER FOR
enterprise
DEVELOPMENT

Participant Profile —A.C.T. Metal Deck Supply

SOLUTION SUMMARY



“Strategic planning has become a way of life for us at A.C.T. Inc. If we are not updating our plan or starting a new one, we feel out of sorts. We are in the process of opening our 7th location. Thanks to the strategic planning process, we are all on the same page.”

Industry

Construction Trades: Service and Wholesale Supplier

Challenge

Taking a second-generation company into the next level of growth by strategically focusing on the best markets, aligning the entire organization toward those goals and consistently outperforming the competition year after year to do it all profitably. At the same time, provide a succession plan for the next generation to continue to grow the business for tomorrow.

Solution

Enrollment of Nick V. Polizzi Jr. in CBAP in Spring 1995 followed by Mike Lealli in CBAP in Fall 1998 to keep the planning process going.

Results

Strategic planning has become a way of life for the company. ACT Metal Deck Supplies has learned to focus outward, toward the market instead of on internal issues alone.

Growth has come on schedule and according to plan. As of this date, a seventh location has been built.

Nick A. Polizzi Sr. has stepped out of day-to-day operations and has officially retired from the company (but remains available for sage advice).

Annual Strategic Planning Promotes Growth and a Smooth Succession to the Next Generation

Act Metal Deck Supply began in 1970, founded by Nick A. Polizzi. There are two major business areas: A Subcontracting Business segment where the company furnishes and installs metal decking for commercial and industrial applications (roofing) and Metal Deck Supply, a second business unit set up in 1992 out of a direct need in the market place for a stocking dealer. From the very first order, a new direction was forming for the company, as this part of the business began to grow. Today, this business unit has over 1,200 customers and is growing rapidly with new locations throughout the United States.

A Transition Period

In 1995, Nick A. Polizzi was beginning to put together a succession plan for he and his son, Nick V. Polizzi. It was this succession over the next five years that brought Nick V. into the CBAP at UIC. Other driving forces Nick brought with him were significant opportunities found in the Metal Deck Supply company which was currently in the development phase. The goals were to be more selective (and profitable) on the installation side of the business and to have the metal deck inventory supply business take off.

As part of this vision, Nick V. became the president of the company and enrolled into the CBAP at UIC for the high level knowledge and tools to take on his new position and its challenges. The CBAP and its time-tested planning methodology, Management through Applied Planning, proved to be an affirmation and a system for what the company was visualizing to occur. It gave the entire company a strategic focus, and the planning team that Nick V. assembled for the program worked on the vision for the company in light of success and new business opportunities. The Planning process gave Nick something to bring back to the company, and an opportunity to get a lot of the knowledge and experience that was in dad's head on paper. The CBAP allowed an already-good-company go to great by enabling the next generation to formalize what had already been working in an informal way - getting all of their processes in order.

Building and Sustaining a Customer Orientation

From the top down, the founders have always lead the company with the value of individual empowerment to make decisions when needed. The best resource to the company are its employees. Because of the work in the CBAP, the company has stayed lean in its processes, it stays in front of its customers and now possesses a “live” interactive website that due to planning, customers can order materials anytime and anywhere. A new location has also been opened in Tennessee.

