Perform at your best

To transform, innovate and energise your organisation you need motivated people with a shared vision and highly developed skills.

Harness the talent in your organisation through London Business School’s Executive Education programmes. Ranked as one of the top business schools in the world, we empower individuals and organisations to perform at their best.

We bring a remarkable blend of academic excellence and real-world relevance to executive education through the latest business thinking, cutting-edge research and personalised coaching. Covering finance, marketing, strategy, HR and leadership, our highly practical programmes enable you to implement skills and knowledge immediately upon your return to work. Learning with an exceptional group of peers from all around the world, you are rewarded with a global perspective and an exciting, life-changing experience.

See how London Business School can empower you and your organisation to go further, now and in the future.

“The true delight is in the finding out rather than in the knowing.”

Isaac Asimov, author

Connecting art and business

The dynamic artwork in this brochure was created by students at Camberwell College of Arts for the Find Your Voice competition, launched by London Business School, to visually represent the embodiment of the School’s aim: to give every participant a voice and the opportunity to make their mark on the world. From the works submitted, 35 were selected by a joint panel of judges to be exhibited at London Business School’s Regent’s Park campus, and used across all its communications. View and download the work at www.facebook.com/LondonBusinessSchool

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Meet your business challenges

Select the best learning solutions for your individual and organisational needs
For more information, please contact the Programme Associate Team
Email: execinfo@london.edu  Tel: +44 (0)20 7000 7390

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We understand that responsibilities and level of job complexity may differ depending on your organisation. We carefully select participants to ensure that everyone gains the maximum possible benefit from our programmes.

Investment Management and Corporate Finance evening programmes run one evening per week over 10 weeks.

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“Meet your business challenges

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†Investment Management and Corporate Finance evening programmes run one evening per week over 10 weeks.

A hub for learning

Few cities offer such an exciting backdrop for Executive Education. Home to more than 500 global companies and every leading financial institution, London is a hugely inspiring place in which to learn. Our highly influential faculty is widely published, holds directorships at a broad range of organisations and consults to major corporations and government agencies all over the world.

We welcome participants from more than 130 countries, who represent the brightest global talent and a huge spectrum of roles and sectors. The benefits of the latest business thinking, exceptional opportunities to learn from the shapers of industry, and our central location, make this a truly unique experience.

Executive Education in numbers

8,000 annual participants on our Executive Education programmes (2014)

1,000+ companies using our Open Enrolment programmes to drive their talent strategy

100+ faculty from more than 31 countries

Christian Drobnyk (American), SVP, Scheduling and Acquisitions, Lifetime Television

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Career Transition programmes

Harness your leadership potential

Dynamic leaders build confidence, competency and inspiration throughout an organisation. Our programmes are designed to develop your strategic leadership skills and fast-track leadership transition. On completing either programme you join our exclusive community of Executive Education alumni – an invaluable global network to leverage for the rest of your career.

Choose your Career Transition programme

Identify the right people, for the right programme, to produce the right outcomes

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<td>Accelerated Development Programme: Transition into General Management</td>
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For managers with 8 to 15 years’ management experience. You may have recently been made, or about to make the move from functional manager to business leader. Alternatively, you may be running a business unit or delivering large projects across functional or country boundaries. See p7.

For senior leaders and potential CEOs, country managers or regional directors. You will have more than 15 years of management experience, responsibility for determining the future direction of your company, managing complexity and inspiring the individuals with whom you work. See p8.

Accelerated Development Programme: Transition into General Management

Duration: Two x two weeks (split modules)

This programme gives you the critical leadership and management skills to develop your self-awareness and speed your transition to a global business leader.

Designed to balance classroom learning with practical application, the inter-modular break allows you to consolidate what you have learnt as you apply new concepts in the context of your organisation.

Through coaching and peer-group feedback, your leadership skills are challenged and developed. It is an intensive learning and development experience that also provides the time and frameworks you need to achieve your goals.

Join us for a life-changing journey.

Who is the programme for?

High-potential mid-level managers with 8 to 15 years of managerial experience. They may also be:
• New to general management or looking to transition from functional manager to business leader
• Specialists working across functional boundaries
• Responsible for large projects across functional/country boundaries
• Leaders of a business unit

This programme gives you the critical leadership and management skills to develop your self-awareness and speed your transition to a global business leader.

Benefits for you
• Enhanced skill set in the core capabilities required to be an effective business leader
• Skills to drive effective team performance
• Greater self-awareness and understanding of your impact on others
• Develop skills to implement change
• Broaden networks of influence throughout your organisation through wider, more integrated knowledge and skill-set
• Deliver growth by evaluating and managing your business’s value drivers
• Confidently make strategic decisions by applying new business frameworks
• Improve how you deal with challenges across different organisational functions
• Benchmark yourself against peers from a diverse range of organisations and industries
• Develop individualised solutions to your pressing business issues
• Assess your wellbeing through our holistic wellbeing programme
• Benchmark yourself against peers from a diverse range of organisations and industries
• Develop individualised solutions to your pressing business issues
• Assess your wellbeing through our holistic wellbeing programme
• Identify new roles and skills required to lead your organisation into the future
• Develop your strategic insight
• Improve your commercial awareness
• Enhance your networking skills
• Improve your influence and impact

Benefits for your organisation
• Development of mid-career managers who can effectively assume business leader positions
• Better retention and development of your most talented leaders
• Managers with a more integrated view of how knowledge and behaviour combine for optimal business performance
• Leaders who are prepared for an ever more complex and changing world

"My experience on the programme was an eye-opener. It was like a leadership laboratory where you have the freedom to test leadership concepts, use trial and error and then decide what strengths to develop and what weaknesses to improve."

Samah Salman (Sudanese), Strategic Planning Manager, DAL Food

For full details of programme dates and fees see page 34
**Career Transition programmes**

**Senior Executive Programme**

**Duration:** Four weeks (continuous or split two x two weeks)

Over four intensive weeks, this programme focuses on improving your ability to lead your organisation in an economy characterised by relentless change.

At this level a major challenge is to develop and maintain effective relationships with your stakeholders and develop a board that will offer the right level of guidance and support. Today’s senior executives must build an organisation that can adapt to external challenges and lead the ‘new-generation’ workforce with their objectives and aspirations.

Develop yourself as a leader who can create purpose, provide clear direction, deal with complexity, and motivate your workforce to deliver greater levels of performance.

The programme brings together an elite and diverse group of senior executives, renowned faculty and industry experts to create one of the most dynamic business forums in the world. Through dialogue and debate, you are challenged, stimulated and inspired.

You become the leader you want to be, capable of shaping the future of your organisation and influencing and communicating ideas – a leader who can ultimately inspire others.

**Who is the programme for?**

Designed for high-calibre executives who typically have more than 15 years’ management experience. It is suitable for:

- Senior executives from large organisations, one or two levels from CEO
- Regional directors or country managers
- Heads of multiple business units within an organisation
- Senior civil servants and leaders of not-for-profit organisations
- C-suite executives of mid-sized organisations

**Programme focus**

The Senior Executive Programme equips you with the confidence and skills to:

- Lead your organisation
- Develop and implement a competitive corporate strategy
- Improve strategic and operational agility
- Effectively manage complex stakeholder relationships

You’ll sharpen your leadership skills, inspire others and transform your organisation with new strategic thinking and more effective execution. Be invigorated, too, with a renewed intellectual agility to use management tools and insights for organisation-wide business success, today and tomorrow.

**Benefits for you**

- Heightened awareness of the key challenges facing today’s CEOs
- Increased confidence in your ability to lead your colleagues and your organisation
- Understand the competitive context in which you operate and plan strategically to drive your organisation forward
- Develop ways to challenge existing assumptions about your industry and organisation’s business models
- Enhance your ability to effectively manage your board of directors and complex stakeholder relationships
- Develop ways to successfully navigate ambiguity, deal with uncertainty and reduce complexity
- Build a network of peers who advise and support you in your leadership challenges

**Benefits for your organisation**

- Develop an awareness of macroeconomic trends and the external business environment
- Access best practice and thought leadership from academics who are publishing cutting-edge business research
- Enhance your presence and ability to lead your organisation across cultures
- Develop a diagnosis of your strategic execution capability and practical guidance on the improvements you can make
- Improve your coaching skills to develop the full potential of your organisation’s talent
- Build a robust senior executive team who are better placed to lead your organisations through uncertain times

**Emerging Leaders**

**Duration:** Five days

Leading Teams for Emerging Leaders empowers you to achieve one of the most critical leadership transitions in your career – delivering results through teams. Fast-track your career development and transform from individual contributor to a high-performing leader.

Transitioning to a role where you’re responsible for teams requires a considerable change in focus. Grounded in academic research, science and evidence, this programme broadens your business skills and behaviours to effectively manage and motivate your team, developing your self-awareness and your impact on others.

Enter a learning laboratory where group work, rich class discussions, coaching, simulations, as well as a guest speaker form a highly interactive and experiential learning environment. We draw on our iconic London location and take you outside the classroom to Silverstone, the home of British Motor Racing (see programme spotlight).

**Programme focus**

- Develop greater self-awareness by exploring, experimenting and reflecting on your leadership style. Experience failure as part of your learning process and gain insights into decision making and the psychology of influence to achieve success.
- Enhance your self-awareness by developing your understanding of team designs and the key elements of team management – motivation, coordination, managing diversity and conflict.
- Learn how to deliver business results through the work of others. Project and action planning provide you with opportunities to put theory into practice.

**Key benefits**

- Develop leadership skills and frameworks to transition from individual contributor to manager of others.
- Increase your ability to negotiate and influence both within a team and the social and political landscape of an organisation.
- Deliver results through others for organisational impact.
- Elevate your confidence and anchor your career in the fundamental drivers of performance.
- Practical and strategic thinking exercises empower you to hold your own when working with others.
- Strong bonds are made and ideas are challenged and tested in a safe learning environment.
- One-on-one coaching addresses your personal leadership approach.

**Programme spotlight**

Take on the Pit Stop Challenge delivered by FMCG International and work as a member of a pit crew team. Learn to communicate, collaborate, and coach each other in real time as you change four wheels against the clock on a Formula One car.

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**Sivi Pillay (South African)**

COO, Woolworths Financial Services

**If you ask managers what they find most difficult and challenging in their role, the most common and honest reply is ‘people’. Our innovative leadership programmes challenge you to think about your own management style, how you lead people and influence your organisational culture. Be inspired to reach your leadership potential.**
**Essentials of Leadership**

**Duration:** Five days

The programme examines the six demands of leadership and the skills required to lead effectively. Gain an understanding of your personal approach to leadership, as well as developing your organisation’s capability to create sustainable change.

Explore your ability to be an effective leader and learn to influence and energise a team to achieve high performance. You learn practical tools and strategies to help you focus your energy more effectively.

**Who is the programme for?**
- Senior managers and executives who are new to a significant leadership role
- Experienced leaders who want to revisit and revitalise their skill set

**Programme focus**
Reappraise your leadership style and identify the unique strengths that enable you to confidently go further as a leader. The programme focuses on:
- Leading to a clear purpose
- Influencing others
- Creating high-performing teams
- Enabling organisational change
- Leveraging personal strengths
- Empowering others

**Key benefits**
- Develop your individual leadership strengths
- Learn how to inspire others through creating a compelling sense of purpose
- Understand your impact on other people
- Learn how to build and lead high-performing teams
- Gain insights into communicating with and motivating others more effectively
- Gain practical leadership tools that can be applied to your business
- Improve your influencing skills, both across your organisation and within its wider community

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**High Performance People Skills for Leaders**

**Duration:** Five days

Significantly enhance your interpersonal problem-solving skills – critical for building effective business relationships and achieving results.

Through a combination of expert knowledge, skills workshops and intensive group and one-to-one coaching, you build on your strengths, learn from others, and discover how to master your weaknesses.

**Who is the programme for?**
- Senior managers, professionals and executives for whom interaction with other people is a key element of their role. Particularly relevant for:
  - CEOs, MDs and general managers
  - Senior professionals
  - Customer-facing staff
  - Sales and business development professionals
  - HR practitioners
  - Lawyers

**Programme focus**
This is an intensive and individually focused exploration of business challenges, including managing upwards, team building, influencing and leading others. We look at:
- Self-knowledge
- Insight into others
- Interpersonal problem-solving

**Key benefits**
- Understand and control the impact you have on people
- Make the most of your unique attributes and manage your risk areas
- Build teamwork between diverse individuals and groups
- Set goals, monitor performance and raise standards
- Acquire critical coaching skills to enable people to realise their potential
- Confront poor performance
- Deal with difficult people
- Influence others in situations where you have limited power
- Communicate your vision up and down your organisation
- Give and receive feedback for maximum impact

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**Leading Businesses into the Future**

**Duration:** Five days

Leading Businesses into the Future is designed to ensure leaders have perspective and insight into the changing business world. We empower senior leaders with the practical tools to build resilient organisations and lead in an engaged, dynamic manner. Make the transition to leading an organisation, which is ready to succeed in today’s complex environment and is truly built for the future.

**Who is the programme for?**
- Senior civil servants and leaders of not-for-profit organisations
- Regional directors or country managers
- Heads of a function or business unit within an organisation
- Senior civil servants and leaders of not-for-profit organisations
- CEOs, MDs and general managers
- HR practitioners
- Lawyers
- CEOs, MDs and general managers
- HR practitioners
- Lawyers
- Heads of a function or business unit within an organisation
- Senior civil servants and leaders of not-for-profit organisations
- Lawyers

**Programme focus**
This programme examines the six demands of leadership and the skills required to lead effectively. Gain an understanding of your personal approach to leadership, as well as developing your organisation’s capability to create sustainable change.

Explore your ability to be an effective leader and learn to influence and energise a team to achieve high performance. You learn practical tools and strategies to help you focus your energy more effectively.

**Key benefits**
- Refine your practical leadership skills, based on cutting-edge business research, to enhance your capability to build and lead an organisation in an engaged and dynamic manner
- Develop a customised leadership action plan, specific and relevant to your leadership style and organisation
- Gain a greater understanding of your business’s competitive context, and the ability to plan strategically and create a more resilient future
- Attain best practice and thought leadership from expert faculty and guest speakers
- Share thoughts and experiences with high-flying international business leaders to gain an infusion of new perspectives and radically different ideas
- Access to one-to-one coaching tailored to your personal objectives and the needs of your organisation

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*“It’s changed my perspective on leadership as well as my day-to-day management style.”*

Mike Macapagal (Filipino), Head of HR, JT International Inc.
Leading Change

**Duration:** Five days

Explore the fundamental principles and tools for successfully driving change in today’s complex matrix organisations. Examine the practical tools, which have been refined in real-world organisational contexts across the globe, to overcome the barriers to effective change. We empower you with the skills and knowledge to put ideas into action, and the energy and resilience to make strategy happen.

**Who is the programme for?**
Senior executives across all sectors and industries responsible for leading and implementing change, and specifically relevant to:
- Leaders of dynamic companies
- General managers
- Senior functional managers

**Programme focus**
- Pursuing the right changes for sustained, authentic and competitive advantage
- Understanding, diagnosing and using resistance to change
- Changing organisations from the top
- Shaping the organisational culture for change
- Developing your personal change leadership agenda
- Building resilience and developing your personal capacity to cope with change

**Key benefits**
- Understand what distinguishes successful from unsuccessful change processes
- Gain the skills to be an effective agent of change
- Learn to communicate the rationale for change effectively in ways that resonate with a diverse set of stakeholders
- Develop detailed action plans to ensure current change initiatives succeed

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Negotiating and Influencing Skills for Senior Managers

**Duration:** Five days

Drawing upon the latest research and best practice, this practical programme develops your ability to analyse, plan and manage successful negotiations. It encompasses frameworks for predicting and influencing behaviour throughout the negotiation process, techniques for resolving conflict, and skills for working collaboratively to maximise organisational performance outcomes and relationships.

**Who is the programme for?**
Senior managers in key decision-making roles, actively engaged in activities such as:
- Business development
- Sales
- Consulting
- Strategic marketing
- Dispute resolution and consensus building
- Entrepreneurship
- Finance
- Managing strategic alliances and business partnerships
- Purchasing/procurement

**Programme focus**
- Understanding your personal negotiation style and how to play to your strengths
- The psychology and behavioural aspects of effective negotiations
- Skill strengthening through coaching and practical exercises

**Key benefits**
- Negotiate effectively with multiple opponents, issues and constraints through proven strategies, frameworks and research developed by our world-leading faculty
- Gain a deeper understanding of your personal negotiation style and how to best play to your strengths in different environments and situations
- Develop the skills to consistently negotiate successful outcomes
- Improved ability to predict and influence your opponent’s behaviour
- Effectively resolve and manage conflict within and between organisations
- Become a more confident negotiator who can take calculated risks

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Proteus

**Programme focus**
- Use visual and dramatic arts to liberate your creative forces
- Gain greater understanding of biological and economic perspectives on social and organisational development
- Explore how scientific discovery translates into business innovation
- Examine your key drivers and biases and how these relate to your leadership challenges and choices
- Enhance your leadership legacy

**Key benefits**
- Review your life and career goals and set objectives for your future development and that of your organisation
- Make more informed business decisions grounded in broader perspectives on the ways in which societies and organisations operate
- Become an agent of innovation and renewal, and a creator of value for your organisation
- Understand, and begin to enhance, your leadership legacy

**Duration:** Six days

Proteus is an innovative and challenging leadership programme. It delivers a unique opportunity to learn, reflect and formulate change plans for your leadership role, business contributions and life direction.

Through creative encounters that go far beyond the boundaries of traditional business education, this unconventional programme empowers you to reflect on your leadership challenges, inspired by global experts from a diverse range of fields.

**Who is the programme for?**
- Intellectually curious senior professionals and leaders from all over the world who are at the mid to late career stage
- Senior professionals from all spheres of business and from the public, private and not-for-profit sectors
- Open-minded explorers; people who love to learn and experience new things
- Change agents; people who want to make a difference and leave a lasting mark
- Reflectors; people who want to consider the deeper ethical and social implications of their roles and their business objectives

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**“Proteus is a brave, honest programme. It demands a very open mind, but for those who are ready, the impact can be considerable.”**

Peter Mills (Irish), Group Human Resources Director, Notting Hill Housing Trust

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“I learned that the most effective leadership is staying true to yourself, and to your integrity.”

Mark Jongejan (Dutch), SVP Global Audit Americas, Heineken

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For full details of programme dates and fees see page 34

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www.london.edu/execed
Strategy programmes

The power to think, act and grow

Reinvigorate your strategic thinking and achieve sustainable growth for your organisation. Put innovation at the heart of your business to drive change and create opportunities for competitive advantage.

Developing Strategy for Value Creation

Duration: Five days

Discover a broad range of cutting-edge strategy tools and frameworks and apply them in a wide variety of competitive situations. Learn new approaches to break the rules that most businesses overlook when seeking new sources of value.

Who is the programme for?
- Leaders of dynamic companies
- General managers
- Strategy teams
- Senior functional managers
- Strategists from emerging and fast-growing economies

You should have an element of responsibility for contributing to the future direction of your organisation and its strategic development. You should also be prepared to discuss a business challenge that you are facing at work.

Programme focus
- Getting the tools – gain the knowledge and understanding of analytical and strategic frameworks to help address competitive situations and corporate diversification decisions
- Breaking the rules – find new ways to use traditional tools to address the challenges of tomorrow’s business environment
- Making a difference – apply the knowledge you have gained to create value in different business contexts

Key benefits
- Use strategic tools and frameworks to help identify and create sustainable sources of competitive advantage
- Gain analytical skills that enable you to prosper in a changing world
- Capability to shape your organisation’s environment according to its strategic vision and goals
- Identify the capabilities and skills your organisation needs across its functions to meet its strategic objectives
- Gain practical solutions to your organisation’s strategic challenges
- Understand what drives your organisation’s competitive advantage

"I now have the confidence and much more ability to grow my business in different ways."

Karen Jones (British), CEO and Owner, Jones Publishing

Making Innovation Happen

Duration: Five days

Explore the key steps for harnessing the power of innovation to drive organisational value. By examining the fundamentals of innovation in practice, you develop the essential skills and insights to embed innovation into the heart of your organisation.

Discover the value of innovation strategy guided by expert faculty, through practical frameworks and cutting-edge innovation theory. You bring an innovation challenge to the programme – an idea you are developing or a project that requires support. You return to work with a concrete action plan for implementation.

The programme is underpinned by London Business School’s Deloitte Institute of Innovation and Entrepreneurship, giving you the latest research findings and best practice from a variety of industries across the globe.

Who is the programme for?
- Directors
- Senior managers
- Business owners
- Functional heads: chief innovation officers, chief technology officers
- Members of executive teams

Programme focus
- Identifying and developing new business ideas
- Defining the opportunities for pursuing specific types of innovation
- Championing your innovation ideas, gaining buy-in and support

"Innovation is essential in driving business growth. This programme gave me the latest thinking, essential frameworks and the opportunity to hear about innovation from around the world."

Ann Viaene (Belgian), Chief Marketing Officer, Executive Committee Member, Armonea

Key benefits
- Closing the gap between aspiration and execution
- Recognising the internal obstacles and weak links in your innovation value chain
- Going beyond the traditional boundaries of the company to stimulate innovation

For full details of programme dates and fees see page 34
### Executing Strategy for Results

**Duration:** Five days

This programme equips leaders and managers with the latest strategic concepts, current research findings, and practical insights for executing strategy in complex and fast-changing markets.

Prior to the programme, you complete a 360˚ survey with your colleagues, business associates, and other relevant stakeholders. Apply your learnings by working with faculty, tutors, and in peer groups to establish strategic objectives for your organisation. Based on the results of your survey, you develop a tailored implementation plan, enabling you to drive strategy implementation in your organisation.

**Who is the programme for?**
- Board members, CEOs, senior executives, or general managers who execute strategy
- Middle managers implementing corporate strategic change across their business units
- Management teams who use the programme to develop a strategic plan

**Programme focus**
- Understanding an organisation as a network of commitments for action
- Distilling the essence of strategy to create value
- Measuring value creation
- Translating strategy into action
- Improving organisational capacity to execute strategy across units, markets, and products
- Strategies for overcoming obstacles to change
- Leading for effective execution

**Key benefits**
- Improved ability to lead strategy implementation and deliver performance
- A customised execution plan to implement your strategic objectives
- Tailored tuition to apply to your specific business challenges
- Enhanced corporate ability to react effectively to a changing environment
- Efficient organisational response to change, resulting in a stronger competitive advantage
- Improved culture for strategic implementation across your organisation

### Mergers and Acquisitions

**Duration:** Four days

Frame and implement successful M&A strategies that create competitive advantage and shareholder value. You examine a wide range of issues, including corporate strategy, industry economics, finance, valuation, and post-acquisition management, to ensure the M&A process is as effective as possible.

Comprehensive case studies show you the link between the strategic, financial, and human aspects of an acquisition. Led by inspirational faculty and experts from both sides of the Atlantic, you acquire all the tools to lead with confidence at every stage of a merger or acquisition.

**Who is the programme for?**
- Corporate executives who are involved in any stage of the M&A process, including:
  - CEOs
  - General managers
  - Business development and marketing managers
  - Strategic planners
  - Lawyers
  - Accountants
  - HR directors
  - M&A advisors

**Programme focus**
- The role of M&A activities in corporate strategy and the motives for engaging in these activities
- The valuation of acquisition targets and their impact on reported performance
- Post-acquisition priorities and how to implement successful integration strategies

**Key benefits**
- Understand the role of mergers and acquisitions on your corporate strategy
- Develop acquisition strategies that create competitive advantage and shareholder value
- Value acquisition targets and avoid pitfalls
- Assess bid tactics and prepare for merger negotiations
- Evaluate the financial implications of a merger or acquisition
- Recognise the human factors of mergers and acquisitions and the important role of leadership throughout the process

### Human Resources Strategy in Transforming Organisations

**Duration:** Five days

Maximise talent to optimise performance

A company’s best strategic asset is its people. Through partnerships with leading organisations and HR professionals, we offer a learning solution that improves individual and business performance and delivers company-wide impact. Led by Professor Lynda Gratton, one of the world’s experts on organisational behaviour and HR strategy, this programme shows you how human resources departments can support and significantly enhance an organisation’s business performance.

**Key benefits**
- How to maximise human resources using employee choice
- Implementing an integrated HR strategy to manage change successfully

**Who is the programme for?**
For senior professionals across the organisation, including:
- HR directors
- Specialist HR advisors
- Leaders of change programmes
- Chief learning officers
- Business unit heads

**Programme focus**
- Creating a vision for your organisation using a ‘Living Strategy’
- How to develop a highly motivated and innovative company
- The role culture and values play in building and supporting an organisation and its employees

**Inspirational world-class faculty ensures this programme enables you to effect change within your organisation and realise your strategic vision.**

**For full details of programme dates and fees see page 34**
Strategic Marketing programmes

Drive and shape new markets

Markets move faster than marketing. Develop the power to innovate, break frontiers and discover untapped customer insights to illuminate new areas of business growth. With the latest tools, techniques and leading-edge thinking, we put you at the forefront of progressive marketing strategy design.

Strategic Branding: From Behavioural Insights to Business Growth

Duration: Five days

Deeper customer insight provides a clearer organisational focus, enabling you to create more compelling products and services, and to identify the drivers that lead to sales growth.

Explore the techniques for gaining in-depth insight and learn how to use this knowledge to better understand market dynamics, formulate incisive strategy and differentiate your offer. Reinforced by case studies, this highly practical programme provides you with a unique framework that can be applied to any marketing challenge the industry throws at you.

Who is the programme for?
• Marketing practitioners
• Sales and business development professionals
• Senior functional managers working across business units

Programme focus
• Identifying and leveraging customer insights to capture long-term customer value
• Aligning your organisation to build sustainable and organic growth

Key benefits
• Building the brand internally and externally as a source of competitive advantage - aligning how you are perceived with your brand identity
• Drawing on behavioural science you explore marketing management and customer behaviour

“Brands live as sets of associations that are different from competitors.”

Simona Botti, London Business School Term Associate Professor of Marketing

Market Driving Strategies

Duration: Five days

Examine how to cultivate ground-breaking strategy by energising creativity and driving innovation. Explore how to build new market capabilities, capitalise on technologies, and take novel concepts to market. This programme enables you and your company to see opportunities where others do not, and to unleash market-driving innovations.

Breakthrough initiatives require an environment that encourages experimentation, tolerates mistakes and gives inspirational ideas time to develop. You can fundamentally change organisations and transform industries by applying innovation that is grounded in customer insight.

Who is the programme for?
Professionals looking to develop innovative strategies to drive their organisation and industry forward. It is relevant for:
• Senior marketing practitioners
• Product, portfolio and general managers
• CEOs and MDs
• Sales and business development managers
• Pricing specialists
• Leaders of dynamic companies

Programme focus
• Identifying overlooked market segments
• Differentiating products or services by reinventing the marketing mix
• Demonstrating value in monetary terms and leveraging profitable pricing models to increase market share
• Building a culture of innovation, where creative thinking can flourish
• Developing strategies for growth

Key benefits
• Capturing customer insights and redefining their expectations
• Successfully executing strategy
• Taking innovative concepts to market
• Entering and dominating new markets

“I have to be adaptable and flexible in my role. I’ve learned a lot to help my strategic approach.”

Roberto Morelli (Italian), Business Development Executive Director, illycaffè
Finance programmes

The power to analyse, evaluate and deliver results

To be successful in today’s fast-paced business environment, professionals need to master a wide range of complex financial tasks and use financial information to make better decisions. Our programmes are designed to meet the needs of both general managers and finance specialists. Long-established as a global centre of excellence, London Business School’s finance faculty balances real-world experience, and rigorous academic scholarship in relevant programme content, to deliver the best results for your organisation.

Financial Seminar for Senior Managers

Duration: Five days

An intensive programme specifically designed for senior managers from non-finance backgrounds who need to understand and evaluate financial information. The emphasis is on using financial information to deliver organisational value, rather than focusing on finance itself.

You gain a comprehensive senior-level understanding of best practice in corporate financial management. The programme equips you with the skills and confidence to analyse and interpret financial information to make the right decisions.

Who is the programme for?
Senior managers with little or no prior financial knowledge, and those looking for a refresher. It is of particular relevance to:
- CEOs
- MDs
- General and senior managers from across business units

Programme focus
- Interpreting financial reports
- Using accounting information for strategic decision-making
- Assessing the key drivers of performance and shareholder value

Key benefits
- Ask the right questions with confidence using accounting and financial language
- Evaluate balance sheets, income statements, cash-flow statements and financial footnotes
- Analyse company performance, recognising international differences in accounting
- Use financial analysis to prepare budgets and forecasts, and develop models for short-run ‘what if’ questions
- Perform project appraisals using ‘discounted cash-flow’ and ‘net present value’ techniques
- Make better operational decisions based on a clear understanding of the implications for your company’s financial performance and value
- Understand risk and return and how the rate of return for a company is estimated
- Build a company valuation model based on profit and cash-flow forecasts, identifying performance drivers and shareholder value

“I now consider how business decisions impact on the company’s profitability on a daily basis.”

Tony Wojciechowski (Australian), Managing Director, National Pharmacies

Corporate Finance programmes

Our sophisticated Corporate Finance curriculum is based on up-to-date industry case studies, and equips you with a wide range of corporate finance tools to apply to a variety of practical situations. The portfolio consists of four programmes, each with a unique focus and offered as either an intensive five-day or evening programme. We recommend you take the programmes in sequence, beginning with Accounting and Financial Analysis, as each programme builds on learnings from the previous.

Complete all three day/evening programmes or Advanced Corporate Finance plus two other Corporate Finance programmes and become a member of the Executive Education alumni community, with exclusive access to an international network of business professionals.

Accounting and Financial Analysis

Study options: One-week: Five full days
Evening: One evening a week, plus five fortnightly tutorials

Become a skilled user of financial statements by exploring their structure and the main accounting standards. Use modern financial analysis techniques to assess company performance and understand issues surrounding corporate governance, regulatory frameworks and their impact on financial statements.

This is a strong foundation for building knowledge of our two other corporate finance programmes: Valuation, and Financial Strategies for Value Creation.

Who is the programme for?
- General managers
- Mid-career and senior finance professionals
- Executives, consultants and analysts
- Business developers
- Lawyers and legal practitioners
- Financial planners and advisors
- Economists and business analysts
- Auditors and risk managers

Key benefits
- Ability to read an annual report to measure and identify drivers of profitability
- Assess the adequacy of the company’s assets to meet the claims of its creditors
- Understand sources of diversity and creativity in accounting practice, and know how to control this when comparing several firms
- Use accounting data to measure the return that a company is earning on the capital that its investors have provided
- Use return on capital as an indicator that a company has competitive advantage or disadvantage in its marketplace

Programme focus
- Financial statements and accounting standards
- Modern financial analysis techniques
- Revenue recognition and expense matching
- Assets and liabilities recognition
- Forensic financial analysis

“I understand financial statements is our only window into the corporate world.”

Chris Higson, Associate Professor of Accounting Practice, London Business School

For full details of programme dates and fees see page 34

* Advanced Corporate Finance is only offered as a five-day programme
†Tutorials significantly improve your learning experience and we encourage participants to attend, however they are not mandatory
Valuation

**Study options:** One-week: Five full days
Evening: One evening a week, plus five fortnightly tutorials

Equip yourself with the most effective valuation tools so you can correctly appraise financial decisions and evaluate companies. Learn to apply discounted cash flow analysis, cost of capital analysis, risk analysis and other tools, including multiples.

Gain an understanding of the concepts of value, return and profitability under conditions of risk and uncertainty. Starting with the basics, you progress to more complex valuations.

Who is the programme for?
- General managers
- Mid-career and senior finance professionals
- Executives, consultants and analysts
- Business developers
- Lawyers/legal practitioners
- Financial planners/advisors
- Economists and business analysts
- Auditors and risk managers

Programme focus
- Project appraisal methods and their application
- Interest rates
- Inflation and capital budgeting
- Value and strategy
- Debt and equity markets
- Risk and return
- The cost of capital
- Company valuation
- Leverage and value
- Financial measures of corporate value-add

Key benefits
- Acquire a comprehensive kit of corporate financial analysis and valuation techniques and understand how to best use them
- Evaluate investment projects and other decisions with financial consequences
- Value companies with confidence
- Understand capital market behaviour, risk and cost of capital
- Apply ideas in an international context

Financial Strategies for Value Creation

**Study options:** One-week: Five full days
Evening: One evening a week, plus five fortnightly tutorials

Attending the Financial Strategies for Value Creation programme gives you the tools you need to manage financial risk in an effective and efficient way. You have an in-depth understanding of the financing options available to your company, and the skills to design strategies for capital structures.

Who is the programme for?
- General managers
- Mid-career and senior finance professionals
- Executives, consultants and analysts
- Business developers
- Lawyers/legal practitioners
- Financial planners/advisors
- Economists and business analysts
- Auditors and risk managers

Programme focus
- Hedging and derivatives
- Risk management
- Capital structure
- Mergers and acquisitions
- Dividend policy
- Corporate restructuring
- Long-term financial planning

Key benefits
- A strong understanding of the practical application of risk management to deliver more effective financial decisions
- Raise funds effectively
- Assess the merits of mergers and other restructuring activities
- Undertake long-term financial planning

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**“I now have a more global outlook and understanding of international companies.”**

Andreas Goschin (German), System Economics Manager, Commercial Finance, The Coca-Cola Company

Advanced Corporate Finance

**Duration:** Five days

Examine a series of international business case studies drawn from various industries and countries, featuring an array of financial decisions. Identify which techniques are suitable for each business situation and which need to be adapted in order to accommodate the complexities of real business.

Elevate your corporate finance decision-making to a strategic level and gain the confidence to negotiate through new and emerging markets. Challenge existing mind-sets and use these insights immediately, in a profoundly effective way, to discover new ways of approaching corporate finance in your business arena.

Who is the programme for?
- Those with extensive experience in finance, planning or the treasury area of an organisation or a financial institution. General and financial managers of corporations in all industry sectors find it beneficial as do consultants, lawyers and other advisors of corporations or investment banks. It is the next logical step if you have completed the three previous Corporate Finance programmes (p21-23).

Programme focus
- The programme looks at two key areas: Valuation
- Raising equity and debt capital in global markets
- Optimal capital structure and the link to strategy
- Corporate liquidity issues
- Payout policy including dividends and share repurchases
- The use of project finance
- The use of decision trees, simulations, and real options

Key benefits
- Confidence to make strategic financial decisions in a range of challenging settings
- Use specialist knowledge of corporate finance that goes beyond the technical, into the strategic arena
- Use value-based decision-making – the link between finance and strategy
- Apply valuation techniques in global markets to discover new ways of approaching corporate finance

“In areas like valuation, learning the technical language is very important. My confidence has increased during negotiations. Since my return to the office, I have built new valuation tools which will be useful for me, the company and colleagues to analyse new investments.”

Michal Handzik (Polish), CEO, Debt Trading Partners

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For full details of programme dates and fees see page 24
**Investment Management Evening programmes**

These programmes combine the latest investment techniques with cutting-edge academic research to help you develop a sound foundation in investment strategy and maximise your portfolio’s performance. You’ll acquire a comprehensive investment toolkit, enabling you to select individual instruments, evaluate investment strategies and measure performance effectively. Across each of our three 10-week programmes, you also have the opportunity to apply your learning through managing an investment portfolio. We recommend you take the programmes in sequence, beginning with Equity Portfolio Management, as each programme builds on learnings from the previous.

Complete all three programmes and become a member of the Executive Education alumni community, with exclusive access to an international network of business professionals.

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**Equity Portfolio Management**

**Duration:** One evening a week, plus five fortnightly tutorials

A programme designed to keep you abreast of industry developments, deepen your knowledge of modern portfolio theory, demonstrate its application in investment management and enable you to identify the practical implications for increased portfolio performance.

**Who is this programme for?**
- Asset managers
- Institutional and/or private investors/advisors
- Regulators, compliance officers, accountants and lawyers
- Investor relations specialists and independent financial advisors
- Investment consultants, private bankers and family office representatives
- Hedge fund managers
- Risk managers, actuaries, quantitative analysts

**Programme focus**
- Capital market expectations and asset allocation, portfolio optimisation and risk management models
- The trade-offs attached to active and passive investment strategies and how to use factor models to allocate assets
- Recent advances in behavioural finance, risk management and alternative investments
- Manager selection, monitoring and performance evaluation
- Recent trends in alternative investments

**Key benefits**
- Ability to select effective investment strategies
- Employ better evaluation of performance measurements and risk management reporting
- Manage the agency problems inherent when delegating portfolio management
- Learn from industry practitioners to understand recent and likely future developments and how they are having an impact on all aspects of investment management

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**Fixed Income Markets and Bond Portfolio Management**

**Duration:** One evening a week, plus five fortnightly tutorials

Examine an array of fixed income instruments, including government bonds, bonds subject to credit risk, swaps and interest rate derivatives, as well as other credit derivatives. Acquire the tools to value these instruments and study the management issues associated with them, particularly the management of interest rate and credit risk.

**Who is this programme for?**
- Asset managers
- Institutional and/or private investors/advisors
- Regulators, compliance officers, accountants and lawyers
- Investor relations specialists and independent financial advisors
- Investment consultants, private bankers and family office representatives
- Hedge fund managers
- Risk managers, actuaries, quantitative analysts

**Programme focus**
- Learn to value fixed income instruments and assess their risk characteristics
- Understand how to include the different techniques for assessing default risk and relative value in credit risky instruments
- Understand their role within portfolios
- Learn how to value bonds, default swaps and collateralised bond obligations
- Portfolio management issues and risk management

**Key benefits**
- Comprehensive understanding of fixed income instruments and their derivatives
- Value these instruments and assess their risk profile
- Manage interest rate risk in a portfolio
- Know when and how to apply the different techniques for assessing default risk and relative value in credit risky instruments

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**Derivatives: Markets and Models**

**Duration:** One evening a week, plus five fortnightly tutorials

Derivative instruments are now an indispensable part of the toolkit for all financial practitioners from investment managers to CFOs. Become a sophisticated and informed user of a wide array of derivative instruments and their markets, with a particular focus on futures, swaps and options.

**Who is this programme for?**
- Asset managers
- Institutional and/or private investors/advisors
- Regulators, compliance officers, accountants and lawyers
- Investor relations specialists and corporate financiers
- Investment consultants, private bankers and independent financial advisors
- Pension fund and endowment trustees
- Investment managers, private bankers and family office representatives
- Hedge fund managers
- Risk managers, actuaries and quantitative analysts

**Programme focus**
- Practical application of futures, forwards, swaps and options
- Basic and advanced hedging and investment uses
- Standard pricing models and their limitations
- Options: Greeks and risk management
- Volatility strategies
- Exotic options: hedging and investment uses, valuation

**Key benefits**
- Become a confident and adept user of derivatives in investment management and risk management applications
- Understand the applications of standard ‘plain vanilla’ derivatives, such as options and futures, as well as more advanced instruments
- Gain a robust conceptual knowledge of the fundamental issues that determine the use, valuation and behaviour of these instruments
- Gain a grounding in the real-world details of the products, and in the models used to analyse them
- Understand the impact of transaction costs and taxes
- Build knowledge of recent innovations in derivative instruments, including dividend and variance swaps

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For full details of programme dates and fees see page 34

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Julian Bongo (Congolese/British), Manager, Market & Operational Risk, BACB

Silvia Mateus Marques (Portuguese), Senior Manager, Accenture

*Tutorials significantly improve your learning experience and we encourage participants to attend, however they are not mandatory.*
Strategic Investment Management

Duration: Five days

This programme is designed for professionals who want to develop a strategic understanding of investment management to enhance their returns and reduce risks. It combines lectures, detailed analysis of industry case studies and opportunities to apply your learning through an investment management simulation. You gain a thorough, practical and functional understanding of the latest investment management research, cutting-edge academic insights and theory.

Who is the programme for?
- Asset managers
- Institutional and/or private investors
- Investment consultants and independent financial advisors
- Regulators, compliance officers, accountants and lawyers
- Investor relations specialists and corporate financiers
- Risk managers, actuaries, auditors and quantitative analysts
- Pension fund and endowment trustees
- Investment managers, private bankers and independent financial advisors
- Pension fund and endowment trustees

Programme focus
- Modern portfolio theory
- Fixed income and equity investments
- Strategic asset allocation
- Behavioural finance
- Performance evaluation
- Passive and active investment vehicles
- Portfolio optimisation
- Risk management

Key benefits
- In-depth insights into the latest investment management theory and research
- A solid understanding of fixed income and equity to enhance performance evaluation and portfolio optimisation
- Learn how to enhance returns and manage and reduce risks
- A strong network of international contacts from across the industry

“Hearing external perspectives from the speakers excited me even more about what I do and has helped me reach a new level of excellence through enhanced awareness.”

Lauren Saginaw (American)
Senior Manager, Business Development, Expedia, Inc.

Masterclass in Private Equity

Duration: Three days

Gain a holistic view into the private equity industry. Presented in association with the Coller Institute of Private Equity research group, hear the latest empirical research and industry trends, combined with case studies from established and emerging markets.

Who is the programme for?
Those with a financial or operational background:
- Private equity, fund and asset managers
- Hedge fund managers, private investors
- Regulators, compliance officers, accountants and lawyers
- Risk managers and actuaries
- Investor relations specialists and corporate financiers
- Investment consultants, family office representatives, private bankers and independent financial advisors
- Pension fund and endowment trustees

Programme focus
- Private equity as an asset class, its fund structure and how it operates
- Transaction and harvesting
- The complexities of deal-making explored through analysis of recent industry deals

Key benefits
- Knowledge of new ways to invest
- Better management of the mechanics of deal selection, valuation and structuring
- Enhanced understanding of the structural features of the global, private equity industry
- Acquire new insights through guest speakers and interactions with fellow participants

“...a really useful insight into the complexity of the PE industry...”

Matthijs Visser (Dutch)
Business Development Manager, Alliander

Financing the Entrepreneurial Business

Duration: Five days

Develop the knowledge and skills to navigate each stage of securing or providing investment for fast-growth businesses. Learn to apply frameworks throughout the deal cycle, from securing the initial investment, through to exit strategies. We address the needs of both investors and entrepreneurs as they work together, and with other players involved in such transactions.

Who is the programme for?
- Entrepreneurs running high-potential businesses and their advisors and consultants
- Those working in or seeking to join venture capital or private equity firms
- Investors in privately held companies, limited partners of capital or other providers to venture capital or private equity funds
- Managers running fast-growth business units

Programme focus
- Valuation techniques for private companies
- Non-financial factors impacting valuations
- Due diligence required by all parties
- Shareholder agreements
- Structuring, pricing and evaluating financing options: equity, loans and MBOs
- Multiple financing
- Investor considerations and pitfalls
- People issues associated with deals
- Exit strategies: IPOs and trade sales

Key benefits
- Insights through real-life business case studies and participant exchanges
- Meet, network and share perspectives with leading academics and industry professionals

“I took away an entirely new toolkit. The knowledge I gained about structuring investments has enabled me to provide the concrete value-add I wanted.”

Matthijs Visser (Dutch)
Business Development Manager, Alliander

Project and Infrastructure Finance

Duration: Five days

How do organisations use project finance to structure, value and finance large-scale infrastructure and industrial projects?

This programme provides an in-depth analysis of real-life case studies, covering successful and not-so-successful examples of project financing in both Europe and emerging markets. Cases also cover a variety of industries and illustrate the financial tools and structures used by corporate sponsors, banks, governments and private sector agencies.

Gain in-depth understanding of the many ways in which project finance can mitigate risks and provide incentives while also assessing the limitations of project finance structures.

Who is the programme for?
- Finance professionals from private and public sector industries including: energy, power, infrastructure, transportation, logistics, water and utilities, education and healthcare
- Equity investors or sponsors
- Project finance advisors in the banking sector
- Developers
- Engineers
- Lawyers and legal advisors
- Equity investors or sponsors
- Auditors and risk managers

Programme focus
- Creating value through project finance
- Project versus corporate finance
- Financing, valuing and structuring large-scale projects
- Analysing project risks and rewards
- Optimally restructuring projects in distress
- Public Private Partnerships (PPP) and Private Finance Initiatives (PFI)
- Project finance in emerging markets

Key benefits
- Develop a framework to apply project finance principles and valuation methods to real-life projects
- Skills to mitigate the risks in the financing of large-scale projects
- Confidence to navigate successfully through the entire project finance transaction from initial agreement to completion
- Enhanced understanding of the stakeholders involved in a project finance deal

For full details of programme dates and fees see page 34
Reap the rewards of lifelong career impact

From unique learning experiences and a thriving global alumni community, to access to first-class research, events and recruitment opportunities, connecting with London Business School prepares you and your organisation for every business challenge.

Learning centred on participant needs
Written into the DNA of every one of our Executive Education programmes, is the importance of academic excellence combined with real-world application. We developed the Flare™ methodology – five principles of learning – to ensure each learning experience takes root at a fundamental level and addresses the specific needs for your role, your organisational culture and your personal and professional potential.

At the core of Flare™ is a range of techniques that deliver a fully rounded learning experience, which includes faculty-led case studies (often unavailable anywhere else), class-wide discussions and small study groups, one-to-one coaching, interpersonal diagnostic tests, co-consultancy partnering, virtual learning, simulations, wellbeing assessments, tailored action plans and discovery visits.

The Flare™ methodology underpins all our programmes according to these principles:

Focus
Each of our programmes is designed with a clear set of objectives and actionable outcomes. You take away the skills, knowledge and networks to improve your business performance.

Learn
The learning journey provides you with the latest business thinking from faculty and practitioners. You rapidly build the knowledge, skills and competencies to question the status quo and to evaluate your approach.

Apply
Your learning experience provides you with new tools and knowledge that can be directly applied to your organisational challenges. We place learning on its feet, both figuratively and literally, so you can confidently experiment in a safe environment where you have freedom to make mistakes.

Reflect
Time is built in for individual reflection and peer-to-peer discussion. This is essential to your ability to personalise the experience to your unique business challenges.

Experience
Post-programme follow-through to your workplace is part of the design and delivery of each programme. The focus on actions that result in business impact is as important as personal change and transformation.

Global perspective, London advantage
London Business School is a pioneer in business management thinking. We harness the academic excellence of our international faculty and the diversity of our participants, which bring a wealth of industry backgrounds, to offer challenging and supportive learning experiences. You expand your skills, knowledge and perspectives in a dynamic forum of thought leadership, where assumptions are challenged, opinions debated and outlooks altered.

Our location, in a leading global business centre, gives you unique opportunities to hear from and network with representatives from the most exciting companies in the world, from finance and consulting to marketing and entrepreneurship.

You and your organisation gain so much more than a one-off learning experience. Upon completion of a programme, you gain access to invaluable business support and cutting-edge knowledge, including:

Five-star research
Apply the latest findings from our world-class research centres: the Deloitte Institute of Innovation and Entrepreneurship; the Aditya Birla India Centre, the Centre for Corporate Governance and Coller Institute of Private Equity.

Publications
Stay ahead with the latest business thinking, insight and analysis from our global faculty in our thought-leadership publication, Business Strategy Review. Visit www.london.edu/bsr

International events
We host events around the world, facilitated by faculty and programme directors, which offer exclusive networking opportunities with leading business thinkers.

Lifelong learning
Extend the range of abilities within your organisation. We can develop personalised learning programmes at key career points, to progress high-potential talent. See p30.

Access the brightest global talent
Get a head start on the next generation of talented business leaders for your organisation. Across the world, our graduates and programme participants are contributing to the success of leading companies with the intellect, global perspective, passion, teamwork and leadership qualities we instil. Our Career Services team is highly skilled at matching employers and employees, identifying your organisation’s needs and working with you throughout the recruitment process. To find out more visit www.london.edu/recruitourtalent

Speaker events and global networking
After completing any of our Career Transition programmes or three Corporate Finance or Investment Finance programmes, you’ll receive lifelong membership of London Business School’s Executive Education alumni community, affording you networking opportunities with senior executives around the world – an incredible business asset to call upon throughout your career. This community hosts events across the globe and frequently remain in contact via social media forums such as LinkedIn.

Publications
Stay ahead with the latest business thinking, insight and analysis from our global faculty in our thought-leadership publication, Business Strategy Review. Visit www.london.edu/bsr
Empowering organisations through learning

For large and small businesses, investing in learning and development has never been more important. Our open and customised education programmes give your organisation the skills to inspire teams and deliver results.

Open programmes
Highly practical programmes, global business perspectives, the latest business thinking: London Business School’s Executive Education portfolio gives organisations the breadth of choice and depth of knowledge to strengthen every business area in order to achieve its potential.

Our open programmes are available to individuals and groups from companies. See how these benefited one of our clients below.

The open programme experience
Philip Harris is Chief Administrative Officer at KeyTech. He has nominated numerous KeyTech employees for London Business School’s General Management and short Executive Education programmes. Philip also completed our Human Resource Strategy in Transforming Organisations programme in 2008.

Being in the communications industry in Bermuda, we’re faced with a lot of competition in all markets – cellular, landline and internet – in a small area. There are very significant pressures and we need skill sets that can be innovative and creative to stay ahead in a very small, crowded and highly technological market. Back in 2005, we started to look at our succession planning and realised that we didn’t have sufficient resources to fill senior positions.

The KeyTech Group has five companies, each with a CEO. We sent the CEO of the largest company, our telephone business, on the Senior Executive Programme. As a result his confidence in leading his team increased tremendously, as did his overall decision-making.

As our development agenda progressed, we looked at the next level down and chose a couple of vice presidents whom we sent on the Emerging Leaders* and Accelerated Development Programmes¹. One has since moved from customer service to networking.

He’s been with the company for a very long time and doesn’t have a formal degree, but since attending the programme, his interaction with his teams and his ability to get things done through them has improved and he’s now considered an agent of change.

The feedback from employees who have attended London Business School programmes has been overwhelmingly positive. One of the things we hear consistently in feedback is about the international make-up of the participants. Particularly for Bermudians, experience is gained only by our leaving and mingling with other countries and cultures, so the diversity of participants at the School goes a long way. For example, the Emerging Leaders Programme focuses on building geographically dispersed teams, and our employees have benefited considerably from its networking projects.

It is very easy to work with London Business School. Follow-up is good and they have always been accommodating and flexible when I had to move times and people around, which is very much appreciated when you’re managing large teams.

* The Emerging Leaders Programme has been reformed into a one-week programme called Leading Teams for Emerging Leaders. See p7 for more information.

¹ This programme title has now changed to Accelerated Development Programme: Transition into General Management. See p7 for more information.

Flexible learning solutions
For organisations with ambitious goals, our innovative and award-winning customised Executive Education solutions offer a dynamic way for organisations to address their business challenges.

Whether your organisation wants to grow, improve performance, manage organisational change or deal with a shifting competitive landscape, we help create or combine the solutions that benefit it most effectively. We provide the flexibility of design, development, delivery and impact measures to fulfil your objectives. Throughout, you are fully supported by a dedicated management team.

Collaborative partnerships
We work closely with you to devise a solution that delivers your business objectives. Your goals define not just the content but also the measurement criteria of each programme.

Innovative design for lasting impact
We start by researching your organisation so we understand precisely where change will be most valuable. Through adventurous and original hands-on experiences, we devise challenging learning journeys to stimulate innovative thinking and courageous behaviour. Our acclaimed faculty and guest speakers have the intellectual rigour and real-world experience to deliver ground-breaking insights and new skills which propel your business culture to a new level. Programmes contain a strong element of personal development and support, often through one-to-one executive coaching and feedback. The profound personal transformations that occur on our programmes embed learning at a deep level, leading to sustainable change and tangible business impact.

Global delivery capability
Wherever your audience, however complex the messages you need to deliver, our logistical and planning team focuses on building geographically dispersed teams, and of different organisations who benefit from exposure to a range of different sectors. The programme combines elements of customisation, according to participant profiles and needs.

Flexible learning solutions
We tailor our open enrolment programmes to support your strategic goals by delivering learning experiences to a large number of people in your organisation. Competency mapping links your business strategies to employee skills and capabilities and to the most effective programmes. We consider the longer-term learning journey and build additional customised elements into your programme. We also ensure learning is aligned with your development and talent management objectives, to maximise the impact for your organisation.

For full details of programme dates and fees see page 34

Learn more about our flexible learning solutions
Email: executinfo@london.edu
Tel. +44 (0)20 7000 7390

www.london.edu/execed

“Working with London Business School is a really positive experience. A key reason we chose the School is its capability to get us out of our comfort zone and away from the traditional academic way of learning, training and teaching.”

Group Danone, customised programme client
Thierry Bonetto, Director of Learning and Development, Groupe Danone
Take the next step

Produce results for your organisation by developing talent to improve business performance. Start by selecting the programme that matches your needs.

London Business School’s track record for outstanding executive education is world-renowned. We work with individuals and organisations at a local, regional or international level to provide programmes that nurture talent in finance, HR, marketing, strategy and leadership roles. See p34 for the dates and fees of our portfolio and how they can fit into your talent development strategy.

Speak to one of our Programme Associates who can guide you through the decision-making process to ensure you select the programme that best answers your business goals. You can also speak to a past participant in a relevant country and sector, to hear first-hand about their experience on a particular programme.

If you plan to send multiple delegates on a programme, we can help you get the most out of your investment by working with you to tailor elements and deliver maximum individual and business impact. If you and your organisation have a particular long term strategic challenge to address, we can design a fully bespoke solution, delivered only for your business.

Provisional places can be reserved online. Applications are password protected and contain full instructions so you can save your work before you finally submit your application(s). To secure a place at the best time for your organisation, we recommend applying three months before the programme starts. We can also send you a hard copy of the application form.

Contact us via
Email: execinfo@london.edu
Tel: +44 (0)20 7000 7390

“I chose London Business School because it is so much more dynamic and multicultural than other schools – and it has the huge advantage of being based right in the centre of a truly dynamic city.”

Marco Pinheiro (Portuguese), Partner, BTEN Business Talent Enterprise Network
## Executive Education Calendar and Fees 2015

### Career Transition
- ADP: Transition into General Management
- Senior Executive Programme

### Leadership
- Essentials of Leadership
- High Performance People Skills for Leaders
- Leading Businesses into the Future
- Leading Change
- Leading Teams for Emerging Leaders
- Negotiating and Influencing Skills for Senior Managers

### Strategic Marketing
- Strategic Branding: From Behavioural Insights to Business Growth
- Market Driving Strategies

### Human Resources
- Human Resource Strategy in Transforming Organisations

### Finance
- Financial Seminar for Senior Managers
- CF: Accounting and Financial Analysis (eve)
- CF: Accounting and Financial Analysis
- CF: Valuation (eve)
- CF: Valuation
- CF: Financial Strategies for Value Creation (eve)
- CF: Financial Strategies for Value Creation
- Advanced Corporate Finance
- Project and Infrastructure Finance
- IM: Equity Portfolio Management
- IM: Derivatives, Markets and Models
- Strategic Investment Management
- Masterclass in Private Equity
- Financing the Entrepreneurial Business

### Website
- www.london.edu/execed