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
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

Early career

Mid-career

Senior career

Board level

Career Transition

Accelerated Development Programme (2x2 weeks)

Senior Executive Programme (4 weeks or 2x2 weeks)

Leadership

Essentials of Leadership (5 days)

High Performance People Skills for Leaders (5 days)

Leading Businesses into the Future (5 days)

Leading Change (5 days)

Leading Teams for Emerging Leaders (5 days)

Negotiating and Influencing Skills for Senior Managers (5 days)

Professor (6 days)

Professional Services: Next Generation Leadership (2x3 days)

Strategy

Developing Strategy for Value Creation (6 days)

Making Innovation Happen (5 days)

Managing Strategy for Results (5 days)

Mergers and Acquisitions (4 days)

Supply Chain Leadership (6 days)

HR

Human Resource Strategy in Transforming Organisations (5 days)

Strategic Marketing

Financial Seminar for Senior Managers (6 days)

Corporate Finance: Accounting and Financial Analysis (evening and daytime)

Corporate Finance: Valuation (evening and daytime)

Corporate Finance: Financial Strategies for Value Creation (5 days)

Advanced Corporate Finance (5 days)

Project and Infrastructure Finance (6 days)

Investment Management: Equity Portfolio Management (evening)

Investment Management: Fixed Income Markets and Bond Portfolio Management (evening)

Strategic Investment Management (6 days)

Mergers in Private Equity (3 days)

Financing the Entrepreneurial Business (5 days)

Executive Education in numbers

10,000 annual participants on our Executive Education programmes (2015)

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

100+ faculty from more than 31 countries

“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.

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.

* Programme name may be subject to change.
† Investment Management and Corporate Finance evening programmes run one evening per week over 10 weeks.

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

“The whole experience was amazing. The group dynamics were phenomenal and the participants were the most incredible and diverse I have ever come across.”

London experience. World impact.

Ranked in the top five globally for Executive Education by the Financial Times

www.london.edu/execed
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

<table>
<thead>
<tr>
<th>Mid-career</th>
<th>Senior career</th>
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<tbody>
<tr>
<td>Accelerated Development Programme</td>
<td>Senior Executive Programme</td>
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</table>

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.

“Around a dozen Smurfit Kappa executives have taken part in the SEP and ADP programmes over the past five years and each one has emerged more mature and confident.”

Roberto Villaquiran, CEO, Smurfit Kappa’s Corrugated Division Europe

Accelerated Development Programme

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.

The one week capstone module offers an additional opportunity for you to continue your learning journey post-programme. Taking place in China you develop your understanding of business and culture. Network and build lasting personal and professional relationships.

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

“Around a dozen Smurfit Kappa executives have taken part in the SEP and ADP programmes over the past five years and each one has emerged more mature and confident.”

Roberto Villaquiran, CEO, Smurfit Kappa’s Corrugated Division Europe

Programme focus

We prepare today’s managers to be tomorrow’s leaders by supporting them through the transition into business leadership. You develop a general management perspective, widening your business knowledge and deepening your competence in the core functional disciplines needed to accelerate your career to the next level.

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
- Broader 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

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 management performance
- Leaders who are prepared for an ever more complex and changing world

“Around a dozen Smurfit Kappa executives have taken part in the SEP and ADP programmes over the past five years and each one has emerged more mature and confident.”

Roberto Villaquiran, CEO, Smurfit Kappa’s Corrugated Division Europe

“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
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 multicultural 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
- 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 organisation through uncertain times

You’ll sharpen your leadership skills, inspire others and transform your organisation with new strategic thinking and more effective execution.

**With SEP, you’ll:**

- Experience a programme designed specifically to address your current and future challenges
- Learn from the very best in the world – from big firms to SMEs – to learn best practice and develop a diverse view of professional services
- Develop your leadership potential and a network of peers who can advise and support you in your leadership challenges
- Be invigorated too, with a renewed intellectual agility to use management tools and insights across functions and industries
- Cultivate your own authentic leadership style and an understanding of your client needs and the professional services landscape
- Effectively manage internal and external relationships with clients
- Gain deep insights and critical skills to effectively manage internal and external leadership challenges whilst enhancing your personal resilience
- Develop a deep understanding of yourself and the impact you have as a leader on others and cultivate your own authentic leadership style
- Exchange ideas with high potential individuals from leading organisations across the world – from big firms to SMEs – to learn best practice and develop a diverse view of professional services

**Key benefits**

- Surpass client expectations through an interconnected approach to business and the confidence to lead strategic conversations
- Navigate the changing landscape of professional services through a heightened understanding of your client needs and the emerging issues facing the sector
- Make a profound impact on how your organisation leads and services its clients, externally and inspire strong leadership internally
- Master the skills needed to work in a collaborative horizontal structure
- Increase revenue through new creative solutions derived from wider perspectives and peer to peer sharing across territories and professions
- Enhance your capabilities and business results through longer term, higher value relationships with clients
- Gain access to unique perspectives through industry focused case studies and visits. Expert guest speakers from across the sector share their personal industry insights into new and emerging themes within the professional services space
- World-renowned faculty bring more than 50 years of research and advisory experience across accountancy, law, media, consulting and advertising

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**Alessandro Ramazza**

(Italian), Group President & Chairman, Obietto Lavoro

"SEP made me a better leader, and it’s been the catalyst behind getting some of our most innovative services to market.”

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**Professional Services: Next Generation Leadership**

**Duration:** Two x three days (split modules)

The world of professional services – accounting, law, architecture, engineering, consulting and advertising – has experienced a significant paradigm shift in recent years. Balancing growing client expectations with the need to effectively lead across a complex matrix structure presents those transitioning to board/ partner level with a distinct leadership challenge.

How will you deliver client service while simultaneously leading your team and organisation? Successfully navigate the shifting landscape with Professional Services Next Generation Leadership. Launching in 2016, this new programme will equip you with the expert insights and leadership skills you need to shape the future of your organisation.

**Who is the programme for?**

Join high potential individuals from a broad range of professions including:

- Accounting
- Law
- Management consultancy
- Advertising, marketing and PR
- Corporate finance
- Architecture
- Engineering
- Executive search
- Fund/asset management
- IT services
- Business and service consultants
- Consultants/advisors to public sector institutions

**Programme focus**

- Determine what it means to be a ‘trusted advisor’ today and how this impacts the value you deliver to high-worth clients

**Key benefits**

- Gain deep insights and critical skills to effectively manage internal and external leadership challenges whilst enhancing your personal resilience
- Develop a deep understanding of yourself and the impact you have as a leader on others and cultivate your own authentic leadership style
- Exchange ideas with high potential individuals from leading organisations across the world – from big firms to SMEs – to learn best practice and develop a diverse view of professional services

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For full details of programme dates and fees see page 34.
Leading Teams for 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).

Who is the programme for?
High potential individuals in, or about to take on their first management role. You may have some decision-making responsibilities, but limited people management experience. You’ll have 3 to 10 years’ working experience, but fewer than five years of management experience.

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 social 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.

“A concise and effective programme for any emerging leader.”
Rajvi Doshi (Indian), Partner, N R Doshi & Partners

“A well designed programme which will enable you to put the steps in place to progress your career and become a successful leader.”
Nalisha Patel (British), Senior Programme Manager, London Business School

For full details of programme dates and fees see page 34
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 skills

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

Essentials of Leadership
Duration: Five days

High People Skills for Leaders
Duration: Five days

Leading Businesses into the Future
Duration: Five days

Leading Change
Duration: Five days

For full details of programme dates and fees see page 34
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

NB. The programme is not suitable if you are a negotiation specialist who participates in very high-level, content-focused negotiations at your role. E.g. Sales managers are often specialists in high-level sales, but this is not a sales negotiation programme.

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

Proteus

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

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
- 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

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

Programme focus

- 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

For full details of programme dates and fees see page 34

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

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

www.london.edu/execed
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
- 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

Key benefits
- Strengthen your ability to lead, develop and enhance your organisation’s innovation capability
- Learn how to communicate a broader definition of innovation
- Enhance your self-confidence for crucial decision-making
- Knowledge of successful implementation of innovation procedures
- Skills to stimulate and facilitate continuous and sustainable innovation
- Improved organisational culture for identifying and developing innovative proposals

“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

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 execution 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
- 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

For full details of programme dates and fees see page 34
Supply Chain Leadership*

Duration: Six days

A future characterised by rising complexity and uncertainty is increasingly driven not only by their products, people and internal processes, but also by the performance of their supply chain as a whole. It is characterised by reduced legal and technological obstacles to global trading. As a result, the success of modern enterprises is increasingly driven not only by their products, people and internal processes, but also by the performance of their supply chain as a whole. The modern economy is characterised by reduced legal and technological obstacles to global trading. As a result, the success of modern enterprises is increasingly driven not only by their products, people and internal processes, but also by the performance of their supply chain as a whole.

Jérémy Gallien, Associate Professor of Management Science and Operations, London Business School

• Building a high performance supply chain organisation – understand the value of internal coordination and communication as well as optimal supply chain reporting structures
• Supply chain strategy – maximising shareholder value by aligning corporate strategy and supply chain
• Supply chain risks – protecting business profitability by managing supply chain risks. Learn how to develop agile and resilient supply chains. Topics include sustainability, contracting, and supply chain finance

Key benefits
• Understand the strategic value of supply chain management and seek alignment to your business strategy for improved performance
• Develop an end to end understanding of all the key strategic issues impacting world class supply chain performance
• Collaborate cross functionally – internally and externally – with supply chain leaders and senior executives, seeking ways to extract further value from the supply chain as well as exploring new opportunities
• Enhance your organisation’s financial performance by increasing the capabilities of your supply chain
• Understand how to interpret, and respond to, the economic, social, and environmental signals that could lead to supply chain disruption and business risk
• Develop supply chain agility and resilience as supplier relationships are strengthened across the supplier ecosystem

Who is the programme for?
Designed for mid to senior career executives who lead or influence the strategic direction and development of their organisation or function. Participants include:
• C-Suite executives, general managers or those transitioning into general management – who need to understand the strategic value of supply chain management
• Senior supply chain leaders and specialists looking to hone their skills
• Functional managers
• Mergers and acquisitions strategists
• Executives career transitioning into supply chain management

Programme focus
Over a course of six days the programme will focus on the following key themes:
• Optimising supply chain assets in dynamic environments – gain a deep understanding of the management fundamentals of supply chain infrastructure including transportation, warehousing, and contracts
• Leveraging information technologies to match supply and demand – management of supply chain flows including forecasting, inventory management, and supply chain analytics
• Maximising value from supply chain partnerships – explore the value of external relationships and increase your understanding of the supply chain ecosystem

Strategy programmes

Human Resource programme

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
• Understand how people and processes are key to organisational success and how HR can maximise its contribution to this
• Contribute confidently to boardroom debates with strategies aligned to business objectives
• Leverage culture, create integration, build energy, offer choice and maximise employee contributions
• Enable great ideas to be embedded in an organisation and manage change successfully
• Strengthen your ‘futuring’ skills, such as sensing change, maintaining a long-term view and shaping your company’s future
• Create a culture that promotes energy and innovation, and thrives on performance

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

Programme focus
• Create 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
• How to maximise human resources using employee choice
• Implement an integrated HR strategy to manage change successfully

Duration: Five days

Strengths

The quality of teaching was exceptional – Lynda Gratton provided extensive research into demography and its business impact.”

Sarita Godber (British), HR Director, Southbank Centre

For full details of programme dates and fees see page 34

www.london.edu/hrst

www.london.edu/execed

* Programme name may be subject to change
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 and managerial insights provide a clearer organisational focus, enabling you to create more compelling products and services. Enhance your ability to build and manage brands to drive profits and organic 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
• General managers
• Entrepreneurs
• Senior functional managers

Programme focus
• Gaining and leveraging consumer and managerial insights and testing the impact of branding decisions using experimental research
• Embedding the consumer voice within your organisation’s strategy and developing a successful brand strategy

Key benefits
• Implementing the brand strategy to grow the business and managing the customer experience across several touch points
• Gain deeper insight into the power of your brand as a long-term profit driver
• Advanced market-sensing capabilities for uncovering deep customer insight
• Leverage managerial and customer insights to drive communications, product design, and strategic and operational planning
• Effectively coordinate the delivery of customer value across your organisation
• Improve go-to-market strategies by creating stronger brand positioning
• Live your brand promise through your organisation and culture
• Overcome, and adapt to, constant market pressures armed with the latest theory and frameworks
• Drive growth by leveraging your company’s brand identity even further

“Brands live as sets of associations that are relevant for customers and different from competitors.”

Simona Botti, Associate Professor of Marketing, London Business School

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

“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

For full details of programme dates and fees see page 34
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 balance real-world experience with rigorous academic programme content, to deliver the best results for your organisation.

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

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

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

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

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

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

Tony Wojciechowski (Australian), Managing Director, National Pharmacies

For full details of programme dates and fees see page 34
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.

NB: The programme assumes knowledge of basic accounting and simple financial ratios gained through professional experience or through completion of the Accounting and Financial Analysis programme (p23).

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: Five days

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

"I now have a more global outlook and understanding of international companies."

Andreas Gschin (German), Finance Manager Supply Chain (Bottling Investments Group), 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 approaches to 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 (p23-24).

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

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 Handszik (Polish), CEO, Debt Trading Partners

Study options: One-week: Five full days
Evening: One evening a week, plus five fortnightly tutorials
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 acquire a comprehensive investment toolkit, enabling you to select individual instruments, evaluate investment strategies and measure performance effectively. On each of the 10-week programmes, you also have the opportunity to apply your learning through managing an investment portfolio.

**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 corporate financiers
- Investment consultants, accountants and independent financial advisors
- Investment managers, 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

*“Having a live simulation in which to practise what we learned was compelling.”*  
Julian Bongo (Congolese/British), Market Risk Reporting & Analytics, UBS Investment Bank

**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 corporate financiers
- Investment consultants, accountants and independent financial advisors
- Pension fund and endowment trustees
- Investment managers, 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 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

“I am now able to understand my clients’ business and challenges, to see things from their perspective and am better equipped to help them.”

Sílvia 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 family office representatives

**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 risks
- A strong network of international contacts from across the industry

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### 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 including:
- 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

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### 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

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### 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 an 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
- 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

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**“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

**“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

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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, who 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, the Institute of Leadership, the AQR Institute of Asset Management, and the 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, London Business School Review. Visit www.london.edu/lbsr

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 Centre 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 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 around the globe and frequently remain in contact via social media forums such as LinkedIn.

www.london.edu/execed
www.london.edu/recruitourtalent
Empowering organisations through learning

For large and small businesses, investing in learning and development has never been more important. Our open, custom, flexible and consortium learning solutions equip your people with the skills to inspire teams and deliver results. We work with you to ensure our solutions have a lasting impact on the culture and commercial success of your organisation.

The open programme experience

Our open enrolment programmes offer your people a highly practical learning experience, global perspectives and the latest business thinking across a broad range of subject areas. Below we explore an example of how our open enrolment programmes have supported individuals in Søren Jensen with leadership and change management skills.

A collaborative partnership

Søren Jensen is a Danish engineering company with a well-deserved reputation for rigour, excellence and innovation. Quality has brought success, and success has brought growth. This sustained success and accelerated growth have also brought challenges. For solutions the company has benefited from the open programmes provided by London Business School.

Challenge

After taking over his family’s engineering business in 2013, Frank Jensen brought in change agent Niels Lilleør to take charge of quality control. This included developing a new project management structure and influencing cultural change. In essence, the company needed to run a more efficient and collaborative internal model to drive future success.

Solution

After attending London Business School’s open enrolment programme – Leading Change – Niels returned to Søren Jensen with a wealth of ideas and tools for managing structural change. To ensure his new middle management team also had the right skills to help implement the changes and lead the rest of the company, Niels worked with us to tailor the Essentials of Leadership programme to their needs and new responsibilities.

Results

Our programmes helped Søren Jensen embark on a successful process of profound organisational change – opening up communications, empowering managers and engineers to make decisions, and encouraging new ways of thinking across the business. A long-term partnership with London Business School ensures Søren Jensen continues to be an inspiring place to work and that success is driven from the inside.

“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.”

Thierry Bonetto, Director of Learning and Development, Groupe Danone

(A customised programme client)

Executive Education in numbers

Our Executive Education customised solutions have been ranked #4 in the world by the Financial Times 2015

We’ve delivered our custom programmes in 40+ countries

Flexible learning solutions

Our specialist team can work with you to ensure that the investment you make in our open programme portfolio also directly supports the strategic goals for your people and the organisation. We consult with you to determine the most appropriate portfolio of open programmes to help you achieve your objectives. Through competency mapping, we link your business strategies to distinct employee capabilities and then to the most effective programmes. We can build additional elements to your programme, such as individual coaching or tutoring, tailored pre- and post-programme assessments. This ensures maximum impact for your organisation.

Consortium programmes

A shared learning experience achieves in-depth insights by bringing together small groups of participants from a number of different organisations. Participants benefit from exposure to a range of different sectors, cultures and new ways of working.

Open enrolment programmes

Delivered on our London campus, our portfolio of 30+ short programmes can meet your development needs and address your key business priorities. Our programmes cover Career Transition, Leadership, Strategy, HR, Marketing and Finance. We inspire your people with new perspectives, insights and behaviours.

This is a global classroom experience, with participants from over 130 countries who learn, network and exchange best practice with each other.

Innovative design for lasting impact

We start by researching your organisation so we understand precisely where change will be most valuable. We devise challenging learning journeys to stimulate innovative thinking and courageous behaviours. Our acclaimed faculty and guest speakers have the intellectual rigour and real-world experience to deliver ground-breaking insights and skills which propel your business culture to a new level.

For full details of programme dates and fees see page 34
### Executive Education

**2015/16 calendar and fees**

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<th>Programme fee</th>
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*Programme fee includes study materials, learning resources, events and networking opportunities.*

**Career Transition**

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**Leadership**

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**Strategy**

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**Human Resources**

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**Finance**

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<tr>
<td>Module 2</td>
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**Executive Education**

For more information or to reserve a provisional place, contact a Programme Associate:
Email: execinfo@london.edu
Tel: +44 (0)20 7000 7390

www.london.edu/execed

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*These programmes run one evening per week for 10 weeks, plus five fortnightly tutorials.*

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