

Cambridge Judge Business School
Executive Education
January 2010-July 2011



Inspiring leadership improving performance



CAMBRIDGE
Judge Business School



“Business schools owe it to their partner organisations to offer solutions for their managers to learn throughout their professional lives. We also want to have impact. It gives me great satisfaction to know that executives apply the concepts they learn on our business programmes and improve the performance of their organisations as a result.”

Professor Arnoud De Meyer
Director, Judge Business School



Contents

		Dates offered
INTRODUCTION		
Why Executive Education at Cambridge?	5	
STRATEGY AND INNOVATION		
Strategic management: creating and sustaining competitive advantage	6	18-19 March 2010 21-22 October 2010 10-11 March 2011
Managing innovation strategically	7	14-15 October 2010
Futures thinking: tools for strategic navigation in a business environment of unprecedented change	8	29-30 April 2010 30 September-1 October 2010 7-8 April 2011
Business model innovation: changing the game NEW	9	20-21 May 2010 19-20 May 2011
Leveraging organisational and cultural change	10	22-23 April 2010 14-15 April 2011
OPERATIONAL EXCELLENCE		
Enterprise performance management NEW	12	1-2 July 2010 7-8 July 2011
Project management for value creation NEW	13	29-30 April 2010 5-6 May 2011
PEOPLE MANAGEMENT		
Creating high performance teams	14	25-26 March 2010 25-26 November 2010 24-25 March 2011
Successful negotiation strategies	15	4-5 March 2010 4-5 November 2010 3-4 March 2011
Best practice in managing people	16	30 September-1 October 2010
Achieving excellence in human resources management	17	18-19 November 2010
FINANCE AND ACCOUNTING		
Finance and accounting for non-financial managers	18	6-7 May 2010 11-12 November 2010 5-6 May 2011
Financial analysis for business performance	19	4-5 February 2010 17-18 February 2011
Planning for an uncertain world NEW	20	11-12 February 2010 18-19 November 2010 10-11 February 2011
Endowment asset management NEW	21	21-25 June 2010 13-17 June 2011

		Dates offered
MARKETING		
Strategic marketing	22	27-28 May 2010 23-24 September 2010 26-27 May 2011
Managing brands	23	17-18 June 2010 14-15 October 2010 2-3 June 2011
Product marketing strategies for impact	24	11-12 March 2010
Managing customer relationships and creating customer loyalty	25	10-11 June 2010 30 September-1 October 2010 9-10 June 2011
LEADERSHIP		
Women in leadership	26	13-14 May 2010 12-13 May 2011
GENERAL MANAGEMENT		
General management programme: mastering the language and practice of management	28	14-25 June 2010 22 November-3 December 2010 20 June-1 July 2011
General Management Certificate	29	ongoing
HEALTH MANAGEMENT		
Cambridge health leaders programme	30	15-17 September 2010
International health leaders programme	31	20-24 March 2010 26-30 March 2011
PROFESSIONAL SERVICE FIRM MANAGEMENT		
The law firm partner	32	7-10 March 2010 26-29 September 2010 6-9 March 2011
The professional service firm partner	33	Please refer to website
ENTREPRENEURSHIP		
Advanced Diploma in Entrepreneurship (ADE) NEW	34	Annually from September
Location, Information, How to enrol	36	
Calendar	37	



**Personal and professional
development is vital in
creating a culture of
innovation and creativity**

to compete effectively in today's
business environment and to plan
for the challenges of tomorrow.

Why Executive Education at Cambridge?

The University of Cambridge is internationally renowned for:

- outstanding faculty and excellence in teaching and research
- a collaborative learning environment and community
- commitment to innovation and its application in science, technology and business
- the Judge Business School MBA programme, which is ranked among the best in the world

Our goals in Executive Education at Judge Business School are to align these strengths to deliver programmes that impact on the development of leaders and organisational performance.

Our programmes are designed to provide a collaborative and stimulating environment for learning and to add value to your professional career and personal growth. The diverse educational and professional backgrounds of our faculty and delegates enrich the experience. We attract participants from around the world and across industries and business sectors.

Cambridge Executive Education provides:

- over 25 open courses for individuals in the fundamental management areas of strategy and innovation, operational excellence, people management, finance and accounting, marketing and leadership
- specialist open programmes in health and professional service firm management
- Diploma in Entrepreneurship
- customised programmes developed and designed in close collaboration with our client organisations to meet their specific strategic and operational objectives

We invite you to explore and discover the Cambridge experience at Judge Business School by enrolling on our courses or speaking to us about your development needs.

Lawrence S. Abeln, PhD

Director, Cambridge Executive Education
Judge Business School, University of Cambridge



Strategic management: creating and sustaining competitive advantage

Programme summary

This programme provides managers with the basics of strategic thinking and strategic analysis. It is intended to enhance strategic capabilities by demonstrating the tools and techniques that are commonly employed in strategic analysis and to provide a framework for how to maintain a competitive advantage.

The programme emphasises how organisations can use strategy to enhance impact, value and performance. A general outline of the strategy process will be examined and the forces of strategic analysis will be explained. The programme provides an understanding of the economic motivation that underlies successful strategic decisions and how to perceive products, processes, firms and industries in a strategic manner.

By working through real life case studies you will apply analytical tools and frameworks in a wide variety of situations. You will be tackling issues such as competitive analysis, development of new capabilities, value chain analysis and technology convergence.

The programme is designed for both general and functional managers who wish to acquire a comprehensive and deeper understanding of strategy.

Topics

- How to monitor the attractiveness of your industry and tailor strategy accordingly
- How to develop and sustain a competitive advantage
- The strategic role of complementary assets
- Why is it important to align your structure to your strategy at all times
- How to come up with creative business models
- Plotting strategy in the face of network effects
- Corporate strategy

Benefits

- Learn the tools and techniques of strategic analysis
- Improve your strategic capabilities in the decision-making process
- Understand the strategic implementation process
- Identify the strategic forces that impact your business or industry

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.



Dates

18-19 March 2010
(Thursday-Friday)

21-22 October 2010
(Thursday-Friday)

10-11 March 2011
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is
£1,700 (exclusive of VAT).
Fee includes instruction,
materials, lunches and
breaks.

Group discounts are
available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

“Excellent – refreshed my
knowledge on strategy
theories and their practical
implications.”

“I came away with an
understanding of how to
implement strategy and
a set of useful tools.”

Managing innovation strategically

Programme summary

Increasingly in today's fast-paced, converging world, sustained innovation is a necessity not only to thrive but also to survive. However, for most firms, the strategies and processes associated with innovation remain vague and not professionally managed. As a result, most firms are unable to innovate and thus create new value. Among those who are able to create new value, few are able to capture it.

In this programme we will learn why firms struggle to create and capture new value. We will share a number of concepts on how to implement innovation in an organisation and develop a set of practical tools and concepts that you can apply to your business.

Previous attendees have included executives from functions such as marketing, strategy, business development and R&D.

Topics

- How to increase the likelihood of your technology or design becoming dominant
- How to capture value through complementary assets
- How to disrupt your competitors through innovative business models
- How to manage innovative development projects
- Capacity management
- How to harness the power of users in the innovation process
- How to enhance the likelihood of your product's success in the market

Benefits

- Learn the tools and techniques of managing innovation
- Improve your capabilities to apply innovation in your organisation to enhance performance
- Understand the factors to support creativity and innovation
- Understand the innovation implementation process and how best to organise innovation

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.



Dates

14-15 October 2010
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is £1,700 (exclusive of VAT). Fee includes instruction, materials, lunches and breaks.

Group discounts are available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

"Thoroughly useful and enjoyable. It was incredible how much you managed to fit into two days and still keep it relaxed and engaging."

Futures thinking: tools for strategic navigation in a business environment of unprecedented change

Programme summary

The continuing rapid speed of technological development and vulnerabilities opened up by globalised market interdependencies mark an era of unprecedented change. At the same time, the organisations' need for long range strategic planning is confronted by increasing constraints including commodities, access to investment opportunities and capital availability, all in a context of increasing macroeconomic uncertainty.

The programme looks at how companies navigate when familiar reference points have been swept away and revisits traditional approaches to strategic thinking. It helps you to radically re-think your strategies and to adopt an anticipatory, flexible approach through the application of different futures thinking techniques in the context of new economic and business realities.

The programme combines workshop-style training led by experienced practitioners and faculty who look at developments from a long-term and global perspective. A range of different exercises will enable you to apply methodologies to your own business environment.

The course is designed for general and functional managers. It supports those who wish to acquire a more comprehensive understanding of alternative ways to approach strategy formulation.

Topics

- How to respond rapidly to sudden change in the business landscape
- How to apply different futures thinking techniques
- How to develop relevant strategic responses for participants' own business environment
- How to develop strategic resource flexibility for 'fast strategy'
- How to manage a portfolio of options

Benefits

- Explore tools to help manage the uncertainties we are facing today
- Acquire the tools and techniques of different futures thinking techniques
- Identify the new driving forces impacting your business or industry
- Understand the impact of new paradigms on strategy formation
- Improve your long-term planning capacities in the decision-making process

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.

Dates

29-30 April 2010
(Thursday-Friday)

30 September-
1 October 2010
(Thursday-Friday)

7-8 April 2011
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge

Fee

The programme fee is
£1,700 (exclusive of VAT).
Fee includes instruction,
materials, lunches and
breaks.

Group discounts are
available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

"This programme is both
intellectually exciting and
highly practical."



Business model innovation: changing the game

Programme summary

A recent survey by IBM of over 700 CEOs globally found that competitive pressures have pushed business model innovation high up on the priority list of firms worldwide. This survey also showed that firms which have grown their operating margins faster than their competitors were putting twice as much emphasis on business model innovation than underperformers.

The progress of globalisation, the intensity of technological change, and shifts in industry boards have all created opportunities for new business models. Indeed, business model innovation can create huge opportunities while threatening traditional means of generating revenue. Such innovations can, consequently, make the fortunes of some firms while killing the market positions of others.

This programme will focus on understanding the concept of business model innovation, and provide a framework to identify and implement new business models to create sustainable competitive advantage.

The programme will benefit those who are responsible for developing or implementing strategic decision making at both business unit and firm level. The programme is geared towards middle and senior management who are responsible for managing growth and developing innovation to the approach to doing business.

Topics

- What is business model innovation and how does it differ conceptually from other forms of innovation?
- What are the strategic challenges for incumbent firms to respond to business model innovations?
- How can you influence internal stakeholders to adopt business model innovations?
- What are the features of exemplary business models and how can firms learn to implement new business models successfully?

Benefits

- Understand the concept of business model innovation and how it differs from other types of innovation
- Understand how to influence and change markets to create competitive advantage and the relationship between new markets and business models
- Understand the internal processes, organisation and incentives that businesses need to adopt to create and sustain business model innovation
- Develop frameworks and tools to enable your organisation to achieve business model innovation

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.



Dates

20-21 May 2010
(Thursday-Friday)

19-20 May 2011
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge

Fee

The programme fee is £1,700 (exclusive of VAT). Fee includes instruction, materials, lunches and breaks.

Group discounts are available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

Leveraging organisational and cultural change

Programme summary

At a time when organisations need to be at their sharpest and able to flex and bend with changing markets and trends, the need for change experts within the management group is vital.

This programme provides leaders and managers with the tools and insights to effectively develop a culture and process for change.

Over the two days we address such questions as: what type of change approach is appropriate for your organisation by understanding the situation in which it currently operates and its strategic goals; what role does HR play in reinforcing shifts in culture and practice; what can you do to influence others and lead the organisation through uncertainty.

We will work with specific tools that enable change agents to manage and influence a range of key stakeholders and explore how you can engage the wider organisation to increase commitment and performance even during change and uncertainty.

This is a highly interactive two days, drawing on actual case studies and your own experiences to lead to personal action plans.

The programme is relevant for anyone who is involved in the change process either as a leader or as an active participant.

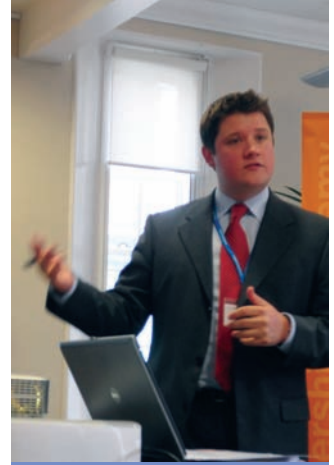
Topics

- Understanding organisation dynamics
- Exploring different change architectures
- Roles, tools and skills of the change agent
- The HR infrastructure and what it adds
- Strategies to make change happen
- Challenges to impact change
- Engaging key stakeholder and employees

Benefits

- Become a more effective manager and leader in your organisation
- Learn to recognise what kinds of change will work in your organisation
- Learn how to utilise HR, existing culture and people to make change more effective
- Learn how to craft a change approach that is likely to succeed
- Learn how to use a change agency to engage stakeholders and staff to implement change

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.



Dates

22-23 April 2010
(Thursday-Friday)

14-15 April 2011
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is
£1,700 (exclusive of VAT).
Fee includes instruction,
materials, lunches and
breaks.

Group discounts are
available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

"I really enjoyed the mix
between academic &
practical experience and
also sharing experience of
other delegates and their
organisations."



Enterprise performance management

Programme summary

How do you measure your organisation's performance? Are you measuring the right things? Are your measures aligned with your strategy? Do your measures drive performance?

Issues of how to measure and manage organisational performance are endemic in the public and private sectors. Many organisations have introduced performance measurement and management systems based on frameworks such as the balanced scorecard, but research suggests that often these add little value. Not because the frameworks themselves are flawed, but because of the way they are designed, deployed and used.

Drawing on a wide range of cases and examples, this highly interactive and practical programme will equip you with a robust set of tools and techniques to improve your organisation's strategic performance management systems.

Delivered by one of the world's leading experts, Professor Andy Neely, the programme is for those responsible for designing, deploying and maintaining strategic performance management systems or simply worrying about how to make a better connection between strategy and performance. Packed with practical examples, including lessons about what does not work as well as what will, the two days will bring strategic performance management alive.

This programme is designed for senior managers, often at director level or equivalent, with strategic responsibility. Typical attendees would include HR directors, finance directors, operations directors and/or managing directors.

Topics

- Measurement frameworks and methodologies – the balanced scorecard, the performance prism – how to make them work for you
- Designing performance measures – ensuring measures drive the right behaviour
- Extracting insight from data – delivering business intelligence
- Translating strategy into action – aligning measures and strategy to maximum effect

Benefits

- Practical tools and techniques to help you improve your organisation's performance
- Hints and tips on how to make the best use of the performance data you have access to
- Access to leading thinking and practice – the state of the art in strategic performance management

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.



Dates

1-2 July 2010
(Thursday-Friday)

7-8 July 2011
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge

Fee

The programme fee is
£1,700 (exclusive of VAT).
Fee includes instruction,
materials, lunches and
breaks.

Group discounts are
available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741



Project management for value creation

Programme summary

Project management involves organising and managing resources in a manner that ensures projects are completed within a defined scope, quality, time and cost. In these times of financial and market instability it is ever more important to understand the challenges and complexity in project performance in order to safeguard or enhance project value.

This programme explores the key concepts for project management in a commercial context. Topics include how to recognise uncertainty, ambiguity and complexity within the process of project design and implementation as well as the critical challenges of project management within new product development.

The programme is designed for executives with some experience in managing projects, who seek to extend their effectiveness in project design and execution.

Topics

- Overview of the tools and processes of project management
- Approaches to managing uncertainty, ambiguity and complexity in project management
- Risk and valuation in project design
- Technology management in new product development and design through to commercialisation

Benefits

- Learn the key tools and processes for the successful project
- Understand how to identify the risks and opportunities associated with complex projects to improve project outcomes
- See how project management techniques are used in new product design and development
- Gain a wider understanding of project management in commercial contexts

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.

Dates

29-30 April 2010
(Thursday-Friday)

5-6 May 2011
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge

Fee

The programme fee is
£1,700 (exclusive of VAT).
Fee includes instruction,
materials, lunches and
breaks.

Group discounts are
available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

Creating high performance teams

Programme summary

Teams are at the heart of organisational life and their effectiveness strongly influences the success of the enterprise overall. Striving for, and achieving, high performance in teams has therefore become a major business imperative, but bringing together individuals into a group and making them a cohesive and productive team is far from straightforward. The mix of differing personalities, skills, motivations, career aspirations, and leadership styles of individuals, as well as the complexities of the task and the process means that building and shaping high performance teams is fraught with difficulty.

This programme provides insights into building high performance teams through focusing on state of the art research conducted at University of Cambridge which unlocks the black box of team composition and team dynamics, and uses examples from organisations as diverse as the University of Cambridge Boat Crew through to major public corporations.

We will explore the area of leading high performance individuals in a team setting. Managing these 'Alpha' individuals, and ensuring they bring their talents to bear for the good of the team, is a crucial and fascinating management challenge. The second day will highlight issues of leading teams with individuals below elite level, who are highly important to the organisation yet who require rather a different management approach than the 'A' players.

This programme will benefit those responsible for managing or developing teams, to improve performance and organisational effectiveness.

Topics

- Bringing high performance individuals together: the Alpha individual in teams
- What does leadership mean in a team context?
- Building and maintaining trust in team-based working
- Building the team below elite level
- Creating a high performance culture

Benefits

- Develop new perspectives on how to manage teams
- Explore the importance of high performance cultures
- Understand how the segmentation of employees affects team practices
- Develop an understanding of effective leadership in teams

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.



Dates

25-26 March 2010
(Thursday-Friday)

25-26 November 2010
(Thursday-Friday)

24-25 March 2011
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is £1,700 (exclusive of VAT). Fee includes instruction, materials, lunches and breaks.

Group discounts are available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

“What a great course! It wasn't just a battery re-charge session but full replacement. I had two big meetings right after the course, one with my team and one with my boss – both went extremely well – a direct result of having a new perspective and the right tools for each situation.”

Successful negotiation strategies

Programme summary

Relationships are central to business success. Yet they are fragile. Good management – of one’s life and career – requires a set of distinct ‘relational’ skills: the ability to distribute value, to spot opportunities for value creation, to deal with differences, to circumvent or resolve conflict, to be seen as fair and objective, and to handle difficult conversations. The reality is that many of those you meet have different world views, ambitions, values, risk preferences, loyalties, prejudices, likes and dislikes. Being able to reconcile these differences through effective negotiation – even using them to create value – thus becomes a valuable skill. It is also a skill you can use more or less immediately.

This practical, hands-on workshop is structured around three key tensions that exist within most types of negotiations:

- the tension between creating and distributing value
- the tension between the interests of principals and their agents
- the tension between empathising with another’s point of view and asserting your own

In any negotiation, people make implicit choices about how to manage each of these tensions. Here we treat them explicitly, and explore ways of reconciling the trade-offs. In a real sense, the management of conflicting (and also shared) interests lies at the heart of every negotiation.

This programme is designed for those who wish to refresh their negotiating skills or who have little or no formal training in negotiations.

Topics

- The seven critical elements to successful negotiations
- Managing conflict to reconcile different interests and objectives
- Reconciling the interests of principals and agents
- Managing the balance between empathy and assertiveness to achieve a successful outcome
- Cross-cultural negotiations
- Multi-party negotiations

Benefits

At the core of this workshop are four interactive negotiations exercises which:

- provide you with ‘hands on’ experience of negotiating
- give you an opportunity to learn about yourself as a negotiator and to learn by observing those around you in action
- provide a ‘safe’ environment to experiment with different negotiating styles or analytical techniques, without incurring significant losses or getting hurt. We move progressively from relatively simple to more complex types of negotiations

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.



Dates

4-5 March 2010
(Thursday-Friday)

4-5 November 2010
(Thursday-Friday)

3-4 March 2011
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is
£1,700 (exclusive of VAT).
Fee includes instruction,
materials, lunches and
breaks.

Group discounts are
available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

“The exercises were superb: fun, engaging and provided excellent practical experience of real time scenarios, contained within a safe environment. Mark is an inspired teacher with a deep knowledge of the subject, exemplary delivery and an engaging manner. The international mix of participants further enriched the experience.”

Best practice in managing people



Programme summary

This programme provides solutions to the challenges faced by line managers in managing and motivating people to achieve an organisation's objectives and results.

Drawing on current research and practical exercises, you will be provided with concepts and frameworks that can be directly applied in your work place. The first day focuses on how organisations cope with change, the implications for the workforce and the role of the manager to sustain and increase commitment and performance during times of change and uncertainty. The second day provides practical tool-kits in the functional areas of line management. We conclude with a personal learning action plan for post-course development.

The two days are highly interactive and reflective, and will use industry examples, case studies and role play as well as insights from latest research to create a lively and productive learning environment.

The programme will benefit general managers in both the public and private sector with significant people management responsibilities, who have either recently taken on these responsibilities or wish to refresh their knowledge and skills.

Topics

- The value of effective people management
- Key frameworks and models
- Selecting and recruiting valued talent
- Employee induction and integration
- Sustainable motivation and engagement
- Performance management and rewards
- Leadership development and communication
- Coaching and mentoring
- Procedural justice and conflict resolution
- Social capital and relationships with other functional groups

Benefits

- Acquire and develop new people management capabilities and confidence
- Gain practical concepts and frameworks
- Translate frameworks into day-day business responsibilities
- Understand more about your own role as a leader
- Develop personal action plans to use your new skills and achieve desired behaviours within your team

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.

Dates

30 September-
1 October 2010
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is
£1,700 (exclusive of VAT).
Fee includes instruction,
materials, lunches and
breaks.

Group discounts are
available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

"This was a great balance of theory and examples in practice. Excellent tutors that encouraged group participation. I would recommend the course to anyone in people management."

Achieving excellence in human resources management

Programme summary

This programme explores the roles and capabilities of the HR function to improve its effectiveness and value to the organisation.

The first day focuses on the HR function and key processes in terms of strategy, structure knowledge and execution within the broader context of the organisation's vision and business objectives. The second day addresses HR capabilities; the capabilities of people within the HR function and the capabilities of the HR processes, and how success is measured. We conclude with a discussion of HR challenges in the near and mid-term.

The programme includes latest research, senior management presentations and international case studies and will provide opportunities for discussion and debate of the critical issues.

The programme is aimed at HR senior managers, at group, divisional and business unit level who have responsibility for an HR department, or are looking to move into the position of an HR functional head in either the public or private sector.

Topics

- The HR function – best practice and innovative practice
- HR governance – ensuring appropriate structures and accountability
- Building the business partner role within the organisation
- Building credibility – delivering the HR processes
- HR capabilities – current and future needs
- HR function in leveraging organisational knowledge

Benefits

- Identify and develop new organisational capabilities
- Gain practical concepts and frameworks
- Translate frameworks into day-day business responsibilities
- Understand more about your own role as a HR leader
- Develop personal action plans to use your new skills and achieve desired behaviours within your team

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.



Dates

18-19 November 2010
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is £1,700 (exclusive of VAT). Fee includes instruction, materials, lunches and breaks.

Group discounts are available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

Finance and accounting for non-financial managers

Programme summary

This programme is designed for those who want to learn the basics of accounting and financial terminology and financial analysis techniques. It will teach you how these concepts are integrated into your organisation's strategies and performance. You will learn how to address and communicate financial and strategic problems more effectively, how to identify relevant financial information, and how to apply the financial analytical skills needed to make more informed business decisions.

An understanding of accounting is a prerequisite for understanding the financial success and financial stability of any organisation. At the heart of accounting is a model for recording and presenting economic information, which is summarised in a balance sheet, income statement and cash flow statement.

The challenge of identifying, measuring and communicating economic information is not straightforward, and a deeper understanding of accounting requires an appreciation of both the strengths and limitations of data. This informs the analysis and interpretation of financial statements.

This programme will use a variety of teaching methods, including lectures, worked examples and class discussion to address these issues.

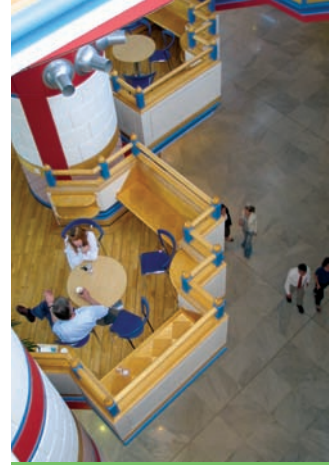
Topics

- Who uses accounting information and why
- Development of financial reporting
- Regulatory environment, annual reports and disclosures
- Underlying accounting assumptions
- Financial statement analysis and break even analysis
- Performance measures
- Economic value added
- Ratio analysis
- Sources and use of funds
- Financial strategies
- Cash flow
- Managerial information systems
- Capital budgeting
- Value based management

Benefits

- Communicate more effectively with accounting and finance colleagues within your organisation
- Learn to review, interpret and utilise annual reports and financial information to make better business decisions
- Interpret a company's profitability, solvency, and liquidity
- Comprehend relevant costs, overhead allocations, and contribution margin
- Understand the performance metrics by which you are being measured
- Explore alternative business valuation principles and how you can impact the value drivers of your firm

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.



Dates

6-7 May 2010
(Thursday-Friday)

11-12 November 2010
(Thursday-Friday)

5-6 May 2011
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is
£1,700 (exclusive of VAT).
Fee includes instruction,
materials, lunches and
breaks.

Group discounts are
available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

"This course demystified the common terms and concepts regularly used in today's business environment, and laid the foundation for a proper understanding of more complex financial issues."

Financial analysis for business performance

Programme summary

A thorough understanding of the role of finance and accounting in decision-making can help to maximise business performance. Knowledge is enhanced through establishing relationships between financial data and economic value. This programme will increase your understanding of the financial aspects of company performance by providing a set of tools to evaluate financial statements and model value drivers within your business and organisation.

Adopting a 'hands on' approach to modelling and understanding financial performance, the programme will cover the value-impact of individual projects, the valuation of the organisation as a whole, and assessment of the ongoing financial performance of business activities. Aimed primarily at understanding shareholder-value-oriented commercial entities, the modelling skills will be of wider use, for example in the public sector where the themes of value-based management are increasingly common.

This programme with benefit practitioners who want to build their existing skills in the use of financial models and we do assume a basic understanding of finance and accounting principles. It follows on very well from our introductory programme Finance and Accounting for Non-Financial Managers.

Topics

- A framework for analysing financial statements
- Metrics and methods in value-based management
- Financial modelling
- Understanding the investor's perspective on financial performance
- Drivers of financial value
- Enterprise/shareholder valuation
- Sources of value: linking strategic decision making with financial analysis

Benefits

- Evaluate performance using financial analysis
- Understand how investors evaluate your organisation
- Understand and model value drivers for your organisation

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.

Dates

4-5 February 2010
(Thursday-Friday)

17-18 February 2011
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is £1,700 (exclusive of VAT). Fee includes instruction, materials, lunches and breaks.

Group discounts are available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

"Now I understand the sources of value for a business and the link between strategy and enterprise valuation; I have become a value manager not a 'me-too' manager."



Planning for an uncertain world

Programme summary

In an attempt to forecast the consequences of their actions and decisions and to set sensible expectations and targets, business managers regularly produce very detailed plans, often stored in megabytes of spreadsheets. However, what is rarely taken into account in a systematic way is the uncertainty of the environment in which the business operates.

This programme will introduce critical mental concepts, language and techniques that will enable you to engage in a mature understanding of the interplay between your business model and the uncertain future of the environment in which you operate.

Generating value is a complex business. From a planning and forecasting perspective, organisations face two types of complexity. A company's business model, seeks to accurately predict the value-flow within the organisation and then apply fairly crude assumptions about the future social and economic environment! The two complexities – the value creation model and the model of change – must go hand in hand. Yet, in practice while much systematic planning effort is put into the former, the latter is often left to an agreement on 'sensible base case assumptions'.

We can do better than that – and this programme shows you how.

Topics

- Luck as a driver of performance
- The language of uncertainty: from narrative scenarios to uncertain numbers
- The technology of uncertainty: the shape of uncertainty in planning models
- The flaw of averages: business cases based on average conditions are fundamentally flawed
- Options thinking: shaping performance through flexibility
- Portfolio thinking: shaping performance through diversification and hedging

Benefits

- Develop a more mature understanding of the uncertainty your business faces
- Embrace uncertainty systematically in your business planning process
- Learn to apply simple tools to test and refine your economic intuition and formulate value propositions in your planning process
- Develop more robust planning technologies for managing your business

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.



Dates

11-12 February 2010
(Thursday-Friday)

18-19 November 2010
(Thursday-Friday)

10-11 February 2011
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is
£1,700 (exclusive of VAT).
Fee includes instruction,
materials, lunches and
breaks.

Group discounts are
available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

"Professor Scholtes has a wonderful, stimulating and engaging style which makes learning from him truly fascinating and rewarding."

Endowment asset management

Programme summary

Endowment Asset Management (EAM) is Europe's leading specialised programme on the management of investments for endowments, charities, family foundations and sovereign funds.

The EAM programme is designed to provide participants with a solid understanding of the tools and implementation issues involved in managing investment assets.

EAM gives participants the opportunity to develop their skills in managing investment assets, and provides valuable insights into strategic investment in all the main asset classes. In addition to the charitable sector, the programme is also particularly relevant for family offices, reserve funds and other long term investors.

The programme will benefit:

- Trustees and directors of charities, foundations and family offices
- Senior staff involved in developing and implementing investment strategy
- Asset managers, private bankers, financial adviser and consultants
- Charity regulators, lawyers, and compliance staff
- Philanthropy leaders and senior development staff

Topics

- Investment strategy
- Asset allocation
- Portfolio construction
- Investment styles
- Manager selection
- Performance measurement
- Sustainable spending

Benefits

- Development of practical skills for managing charity and endowment assets
- Capacity to address major strategic issues from a totally new perspective
- Practical programme with immediate as well as long-term benefits
- Concepts that are immediately applicable to the workplace
- Diversity of participants which provides an experience with a truly international outlook

Participants earn a certificate on completing the programme.



Dates

21-25 June 2010
(Monday-Friday)

13-17 June 2011
(Monday-Friday)

Duration

Five-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is £5,000 (exclusive of VAT). Fee includes instruction, materials, lunches and breaks.

Group discounts are available. Financial support for charities and not-for-profit organisations may be possible. Please visit our website for further information.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

Strategic marketing

Programme summary

This programme deals with the entire marketing planning process. It provides methods for analysing customers, competitors, market trends, and the external and internal environments affecting a business. It discusses how to develop and select marketing strategies that create value for customers, how to implement a marketing strategy, and how to manage the assets and competencies of the organisation to achieve the desired marketing objectives.

The programme is designed for those who have marketing responsibility in their organisation, or for anyone who wishes to improve their understanding of the strategic marketing process. It is also suitable for entrepreneurs or managers wishing to develop a strategic marketing plan for their business.

The programme is taught through a combination of lectures, workshops and case study analysis and discussion.

The programme is divided in three main sections, which deal with (1) the planning process and strategic analysis, (2) marketing strategy development and selection, and (3) marketing strategy implementation and organisational issues.

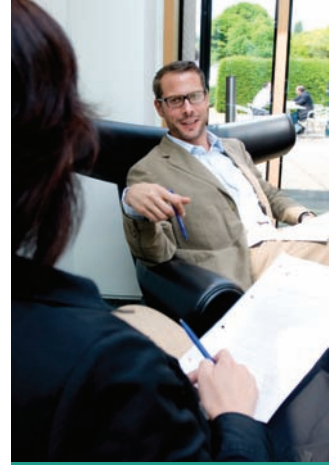
Topics

- Introduction to the strategic marketing planning process
- Strategic analysis for marketing
- Customer analysis and market segmentation
- Competitor analysis
- Market and environmental analysis
- The marketing mix: product and brand management, pricing, distribution, marketing communications
- Selecting alternative marketing strategies
- Strategic positioning
- Growth strategies
- Diversification strategies
- Strategies in declining and hostile markets
- Strategy implementation and organisational issues
- Internal marketing

Benefits

- Learn how to strengthen your skills in monitoring and understanding the business environment
- Generate effective and creative strategic marketing options
- Learn how to develop and implement strategies that create customer value.

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.



Dates

27-28 May 2010
(Thursday-Friday)

23-24 September 2010
(Thursday-Friday)

24-27 May 2011
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is
£1,700 (exclusive of VAT).
Fee includes instruction,
materials, lunches and
breaks.

Group discounts are
available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

“The programme was a great
mix of both theoretical and
practical knowledge.”

Managing brands

Programme summary

Managing Brands addresses the key branding decisions faced by businesses. The programme is organised around the management decisions that must be made to build, measure, and manage brand equity.

Brands are a key source of value for customers. As manufacturing technologies converge, routes to market become more competitive.

This programme takes a focused look at brands as sources of differentiation and, hence, competitive advantage of the firm.

The objectives of the programme are to increase your understanding of the important issues in planning and evaluating brand strategies; to provide the appropriate theories, models, and other tools to make better branding decisions; and to provide practical workshops for you to apply these principles.

The programme is designed for those who have brand responsibility in their organisation or for anyone who wishes to improve their understanding of the role of the brand and how to create effective brand strategies. It is taught through a combination of lectures, workshops and case study analysis and discussion.

Topics

- Overview of the strategic brand management process, and a consideration of the costs and benefits of brands
- How to plan and implement brand marketing programmes
- How to manage the elements of the marketing mix, to build and communicate brand equity.
- Measuring the value of brands
- How to create, maintain and enhance brand equity over time and under various conditions

Benefits

- Increase your understanding of the important issues in planning and evaluating brand strategies
- Make better branding decisions by understanding the appropriate theories, models and tools for different branding strategies and evaluating your brand equity
- Practical case studies to apply the principles learned

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.



Dates

17-18 June 2010
(Thursday-Friday)

14-15 October 2010
(Thursday-Friday)

2-3 June 2011
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is
£1,700 (exclusive of VAT).
Fee includes instruction,
materials, lunches and
breaks.

Group discounts are
available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

Product marketing strategies for impact

Programme summary

Successful products and services require successful marketing strategies. This programme provides helpful tools and techniques for those associated with the marketing of products to potential customers, or for any manager wishing to become more familiar with marketing skills and decision analysis. The focus is on how to manage the marketing toolkit to create and market successful products and achieve superior business performance.

The programme addresses a number of fundamental questions including the following:

- Why will customers prefer your products to those of competitors?
- What is the product's distinctive qualities and value?
- What products should be offered?
- Who are the target customers?
- How will the products reach those customers?
- How should the product be managed over time?

Topics

- The link between customer value and corporate value
- Designing a value-driven product strategy
- Crafting creative strategies, differentiating the product, and communicating the strategy
- Segmenting the market and positioning the product
- The competencies of top-performing product managers
- Managing product evolution
- Experiential marketing and symbolic and emotional value
- Product design strategies
- Culturising products

Benefits

- Learn how best to develop and execute a marketing strategy in competitive markets
- Develop tools and decision analysis skills required for successful product marketing
- Improve your skills to be a more effective product manager
- Strengthen general marketing skills and competencies

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.



Dates

11-12 March 2010
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is
£1,700 (exclusive of VAT).
Fee includes instruction,
materials, lunches and
breaks.

Group discounts are
available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

“The course provided an excellent theoretical framework around our current working practices within the marketing team. We came away with many new ideas, a better understanding of branding, marketing and product ideas. The instructors were knowledgeable and fun to listen to.”

Managing customer relationships and creating customer loyalty

Programme summary

The profitability of a firm increasingly depends on its ability to identify, grow, and retain customers. This programme helps marketing, technology, and operations managers to manage their customers more effectively through the development and implementation of successful customer relationship management strategies for their organisations. The programme offers important insights on managing customer relationships for profit and creating and maintaining customer loyalty.

The programme examines how to build a market oriented organisation, what customer focus means, and why customer retention is so valuable to the firm. We will examine methods for building loyalty, ways of building trust and commitment, strategies to enhance customer relations and ways of communicating effectively with customers.

Case studies, discussions and activities complement the framework provided by Cambridge faculty.

Topics

The foundations of loyalty

- Value driven marketing and building a market orientated organisation
- Customer segmentation and the importance of customer selection and acquisition
- The logic for customer loyalty – understanding the value chain and economics of loyalty
- Service quality

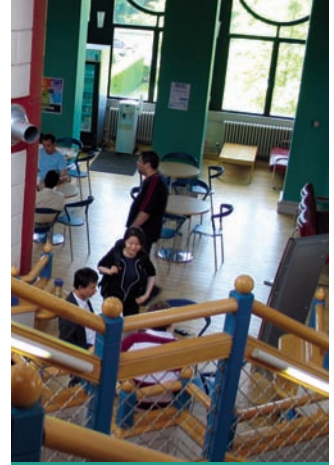
Customer intimacy and loyalty programmes

- Customer relationship management and consumer behaviour
- Features of successful loyalty programmes
- When things go wrong – effective service recovery and optimisation

Benefits

- Develop tools for how to understand and manage your customers
- Understand strategies for building loyalty of customers
- Build a model for effective customer relationship management
- Learn what customer focus means and its financial value
- Demonstrate and communicate competency to your customers
- Understand different characteristics of customers that affect loyalty decisions
- Learn how to successfully recover when things go wrong

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education general management certificate.



Dates

10-11 June 2010
(Thursday-Friday)

30 September-1 October
2010 (Thursday-Friday)

9-10 June 2011
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is
£1,700 (exclusive of VAT).
Fee includes instruction,
materials, lunches and
breaks.

Group discounts are
available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

“A comprehensive and
structured approach to the
subject.”

“A highly stimulating and
rewarding learning
environment.”

Women in leadership

Programme summary

Women face particular challenges and bring particular strengths in management and leadership positions. Their potential is too often unexplored. This programme supports those aspiring to senior leadership positions in their organisations and those who feel they would like to branch out into their own business.

The programme draws upon best practices in management and management research from Cambridge faculty together with the personal experience and professional expertise from senior women in leadership positions. The programme integrates knowledge with experience to build practical insights about leadership and management of organisations.

This is a professional development opportunity for women who want to acquire new skills, enhance their knowledge base, share best practices and develop strategies to enhance their impact on their organisations, their careers and their lives. The programme enables participants to develop a network with other women across the globe and from a cross-section of organisations and industries including public and private sectors.

Topics

- Leadership in a global economy
- Personal effectiveness
- Building high performance teams
- Leading and sustaining change
- Starting and growing a company
- Communicating for success
- Balancing one's life at work and at home
- Career development and mentoring
- Personal insights into leadership

Benefits

- Knowledge of global management issues and trends
- Increased confidence in your leadership ability and management skills
- Build a network with leaders from across the world and exchange ideas with Cambridge faculty
- Develop an action plan to address both personal aspirations and challenges in your organisation



Dates

13-14 May 2010
(Thursday-Friday)

12-13 May 2011
(Thursday-Friday)

Duration

Two-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is £1,700 (exclusive of VAT). Fee includes instruction, materials, lunches and breaks and a dinner in an historic Cambridge college.

Group discounts are available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

"The diversity, professional and international experience amongst the participants added significantly to the richness of the course. The faculty were great and the teaching excellent."



General management programme: mastering the language and practice of management

Programme summary

This two-week programme provides an understanding of the key concepts and fundamental principles across key management disciplines, and how to apply them to improve decision-making within your organisations. You will learn from faculty who teach on the MBA programme at Cambridge.

The general management programme is designed for managers who want to broaden their understanding of management concepts, wish to refresh their knowledge or may be moving from a specialist function to a more general management role.

Topics

- Strategic management and innovation
- Marketing
- Organisational change
- Accounting principles
- Business models for decision-making
- Financial management
- Economic context for business
- Operations management
- Creative approaches to complex problem solving
- Communication and negotiation strategies

Benefits

- Learn to manage new trends and market demands in a complex business environment
- Increase team performance with leadership skills
- Make better business decisions by identifying critical variables and using analytical models

- Gain a broad understanding of financial and accounting principles
- Examine issues of strategic significance in a global marketplace
- Forecast, evaluate and integrate new technology for a strategic business perspective
- Learn from faculty at the world-renowned University of Cambridge
- Interact with business professionals from across the globe
- Earn a general management certificate from Cambridge Executive Education

On completion of the programme, participants receive the Cambridge Executive Education General Management Certificate and are eligible to join the Cambridge Judge Business School global network of graduates and business-focused Cambridge University alumni, faculty and staff.

“An excellent course which promoted cutting-edge thinking and delivered tangible benefits.”

“The quality of the lectures and teaching style was exceptional. I gained a much broader understanding of the key principles of effective management, know what subjects to study in more detail and have started to apply my learnings to key business issues at American Express. Also, having such a diverse and international group of colleagues was fundamentally critical to gaining global insights on the issues we discussed.”



Dates

14-25 June 2010
(Monday-Friday both weeks)

22 November-
3 December 2010
(Monday-Friday both weeks)

20 June-1 July 2011
(Monday-Friday both weeks)

Duration

Two-week programme

Location

University of Cambridge,
Cambridge, UK

Fee

Early booking £8,500,
standard booking £9,500
(exclusive of VAT). Fee
includes instruction,
materials, accommodation
and most meals (including a
gala dinner in a historic
Cambridge College).

Group discounts are
available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

General Management Certificate

Programme summary

The Cambridge General Management Certificate programme provides you with the opportunity to enhance your knowledge and skills across fundamental business concepts and practices and focus on your specific career needs.

The programme is intended for business professionals who have reached a level within their organisations where they require more breadth and depth across multiple functional areas.

The general management certificate can be completed in two ways:

• Five programmes over three years

Completion of any five 2-day programmes selected from the Cambridge Executive Education portfolio to suit your individual management development objectives. This gives you the flexibility to choose areas that meet your requirements and a timetable to suit your work commitments.

Topics

Two day courses are offered in the following subject areas:

- Strategy and innovation
- Operational excellence
- People management
- Finance and accounting
- Marketing

Cost: £7,500 (exclusive of VAT).

Duration: The five 2-day programmes may be taken in any order and you have up to three years to complete the certificate.

or

• The general management programme: mastering the language and practice of management (please see page 28)

This two-week intensive programme is designed to provide participants with the key concepts and fundamental principles in management.

Cost: £9,500 (exclusive of VAT).

(Early booking discounts are available – please refer to our website for more information).

Duration: Two weeks: 14-25 June 2010 or 22 November-3 December 2010 or 20 June-1 July 2011

Benefits

- Acquire a broad understanding of leading-edge business concepts from Cambridge faculty
- Share a highly interactive learning environment with other participants
- Enhance your career needs through specific courses and build effective leadership skills
- Access the latest knowledge in management best practice and research
- Choose a method of study to meet the demands of your timetable and that best satisfies your learning requirements; either tailor your programme from the list of open programmes or maximise your learning over an intensive two-week period

Upon completion of either programmes, participants receive the Cambridge Executive Education General Management Certificate and are eligible to join the Cambridge Judge Business School global network of graduates and business-focused Cambridge University alumni, faculty and staff.



Dates

Choose from our portfolio of open enrolment courses or refer to page 32 for the general management programme

Location

University of Cambridge, Cambridge, UK

Fee

The programme fee is £7,500 (exclusive of VAT) for completion by way of five two-day courses,

or

£9,500 (exclusive of VAT) for completion by way of the two-week intensive programme. (Early booking discounts are available – please refer to our website for more information).

Group discounts are available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

"I'd recommend the programme to anyone, outstanding teaching, diversity of participants and the flexibility to choose dates and courses to fit my commitments and meet my development needs."

Cambridge health leaders programme

Programme summary

Judge Business School and the Cambridge University Hospitals NHS Foundation Trust collaborate to present an exciting programme for senior health sector leaders. The programme combines best practice in business strategy with healthcare leadership to enable you to apply the latest research and leading edge thinking from other sectors to your own health organisation.

Through a combination of case studies, workshops and short lectures the programme focuses on two aspects that lie at the heart of every successful organisation: clarity of purpose and strategy; and a leadership culture that guides people to exceptional performance, individually, as a team, and as an entire organisation. Designed and presented by faculty from Judge Business School and senior executives from one of the UK's leading teaching hospitals, the programme will be rooted in the 'Cambridge Experience' where disciplines and sectors combine in the pursuit of excellence.

This programme will benefit aspiring directors and those recently appointed to the Board.

Topics

- Mission, goals, strategy – what's the difference?
- The role of strategy as an organisation-wide decision criterion
- Formulating and implementing strategy
- Adding value to your customers – lessons from marketing
- Internal marketing – your employees are your customers, too
- Leadership styles – authenticity, leading through others, encouraging engagement
- Leading lasting change
- Leading beyond authority – dealing with politics and power
- How and when to challenge – the art of asking the right question

Benefits

- Understand strategy formulation, implementation and communication
- Become an effective leader
- Apply strategy and leadership lessons from health care and other industries to your organisation



Dates

15-17 September 2010
(Wednesday-Friday)

Duration

Three-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is £2,000 (exclusive of VAT). Fee includes instruction, materials, lunches and breaks and a dinner in an historic Cambridge University College.

Group discounts are available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

"This programme provided challenging insights on leadership and global affairs from experts in a series of academic and professional fields."

"It was a privilege to have access to such a distinguished range of people with real insights."

International health leadership forum

Programme summary

The international health leadership forum is now in its thirteenth year and will address issues of health sector reform in the face of rapid change and development. This is a highly interactive programme with a mix of lectures, case studies and group work. Personal leadership challenges are addressed and delegates are exposed to a variety of methods to learn from each other's experiences and of best practice internationally.

Over the last 12 years more than 250 people from over 20 countries have participated in this unique programme, making new friends and colleagues and gaining insights into their roles. This leadership forum is open to senior health sector leaders from the public and private sectors across the world. Delegates have come from government, health policy, health systems, medical organisations and health insurance. We welcome people from urban and rural areas and from developed and developing countries.

"A very dynamic forum for senior health sector leaders. Participants from developing countries are brought together in a week of vigorous debate, to address common challenges."

Topics

- The reform of health systems in changing political contexts
- Improving performance of health systems internationally; producing quality and value
- Addressing the challenges of chronic disease
- Microfinance and health systems
- Using the private sector to complement public provision
- What leadership, knowledge and skills are needed to support improved health system performance?
- How do we translate ideas to practice in our organisations?
- How can I improve my personal effectiveness?
- Case studies from experiences from Russia, Chile and Australia

Benefits

- Knowledge of global management issues and trends
- Increased confidence in your leadership ability and management skills
- Greater ability to apply general management concepts to your organisation
- Build a network of relationships with leaders in your field from across the world and exchange ideas with Cambridge faculty
- Develop an action plan to address both personal aspirations and challenges in your organisation



Dates

20-24 March 2010
(Saturday-Wednesday)

26-30 March 2011
(Saturday-Wednesday)

Duration

Five-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is £5,000 (exclusive of VAT). Fee includes instruction, materials, lunches, three dinners, breaks and five nights accommodation in Cambridge.

Bursary support may be available for leaders from health sectors in developing economies and not-for-profit healthcare organisations. Please visit our website for further information.

Space is limited, so early booking is recommended.

Group discounts are available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

The law firm partner

Programme summary

The competitive pressures on professional services firms have never been greater. As these pressures intensify further in the current economic climate, the temptation of many will be to focus on client facing work rather than on the more challenging aspects of leading and managing their practices – for example, how to differentiate and grow their practices, and how to nurture and develop their associates.

This programme has been specifically designed for those law firm partners who recognise that, for their firms to be more competitive and successful, they, as individuals, need to be equipped with the insights, skills and techniques that will help them meet the demands of today's partner role and make them more effective leaders at both firm and practice level.

The programme brings together leading business academics from the University of Cambridge with top consulting professionals with a wealth of experience in providing strategic, leadership and personal advice and development skills throughout Europe. The result is a unique learning event which blends academic and practically based sessions to provide partners not only with an in-depth understanding of the concepts of law firm management and the partner role, but also with the skills to apply those concepts in their daily working lives.

The programme is divided into four main sections dealing with law firm strategies, leadership, people management and business development.

Topics

- Integrated leadership and the motivational dynamics of lawyers
- Law firm strategies: practice segmentation; aligning the firm's practices, people and resources
- Leadership styles: becoming an effective role model, coach and mentor
- High performance teams: making your teams even more effective
- Business development: the prerequisites for successful cross-selling
- Leadership and values: the power of personal example; leadership and change
- Leading and sustaining change in the firm; what the truly great firms do to stay at the top

Benefits

- Learn how to become a more effective leader
- Understand how to develop teams that deliver services that differentiate your firm
- Improve your understanding of what you and your firm need to do to compete more effectively in the legal market



Dates

7-10 March 2010
(Sunday evening-
Wednesday afternoon)

26-29 September 2010
(Sunday evening-
Wednesday afternoon)

6-9 March 2011
(Sunday evening-
Wednesday afternoon)

Duration

Four-day programme

Location

Møller Centre,
University of Cambridge,
Cambridge, UK

Fee

The programme fee is £2,950 (exclusive of VAT). Fee includes instruction, materials, accommodation and meals, together with a gala dinner at an historic Cambridge college.

Group discounts are available.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

The professional service firm partner

Programme summary

The challenge facing professional service firms (PSF) have never been greater as the economic climate creates increasingly competitive pressures.

This programme brings together University of Cambridge faculty and top consulting professionals with a wealth of experience in providing strategic, leadership and personal advice and development skills throughout Europe. The result is a blending of academic and practically based sessions to provide partners not only with an in-depth understanding of the concepts of professional service firm management and the partner role, but also with the skills to apply those concepts in their daily working lives.

It is our focus on implementation – in turning the concepts and ideas into specific actions that improve individual, practice and firm performance – that sets this programme apart. We recognise that firms from different PSF sectors tend to face different issues in different ways at different times.

To respond to this reality and develop a programme that is truly focused on participants' needs, we will:

- contact each of the participants before the programme and ascertain which subjects they would like to explore in more detail
- use this feedback to create a series of 'application' sessions in which participants can work in small groups with their fellow participants and faculty experts on identified issues

To support the participants when they return to their roles after the programme, we also have a cadre of experienced coaches, who, at a participants request, will work with them in turning the ideas into action.

Topics

- Integrated leadership and the motivational dynamics of professionals
- Professional service firm strategies: practice segmentation; aligning the firms practices people and resources
- Leadership styles: becoming an effective role model, coach and mentor
- Client service: making your client teams even more effective
- Business development: the prerequisites for successful cross-selling
- Leadership and values
- Leading and sustaining change in the firm

Benefits

- Learn what to do to stay at the top of your market on a sustained basis
- Learn how to become a more effective leader
- Develop solutions that are relevant in the context of your/your firm's issues
- Learn how to become more effective at business development, especially cross selling



Dates

Please refer to our website

Duration

Five-day programme

Location

Møller Centre,
University of Cambridge,
Cambridge, UK

Fee

The programme fee is £4,000 (exclusive of VAT). Fee includes instruction, materials, accommodation and all meals and breaks at the Møller Centre, together with a gala dinner at an historic Cambridge college.

How to register

www.cambridgeexeced.com
or 0800 183 1145 (UK only)
+44 (0)1223 330741

Advanced Diploma in Entrepreneurship (ADE)

Programme Summary

This is an exciting opportunity for entrepreneurial individuals across the world to gain a recognised qualification in Entrepreneurship at the same time as being actively supported in the pursuit of a business venture whether this is a technology, creative or social enterprise.

The ADE is developed and delivered by the Centre for Entrepreneurial Learning (CfEL), part of the Judge Business School, University of Cambridge. The programme harnesses all the resources, knowledge and networks built up over ten years of producing recognised teaching programmes in entrepreneurship and helping fledgling entrepreneurs develop their wings. Delegates will benefit from the practical learning via experienced entrepreneurs that underpins the CfEL teaching philosophy.

This programme is open to university graduates with a first degree (2.2 or above) looking to be innovative within their existing business or intending to start up a business, as well as established entrepreneurs who wish to support their experience with learning and new networks.

Topics

- Entrepreneurial awareness
- Opportunity recognition and idea evaluation
- Preparing the business case
- Advanced entrepreneurial skills

Benefits

- Unique opportunity to gain a recognised qualification at the same time as being actively supported in the pursuit of a business venture
- Flexible study via on-line tutoring
- Applicable to technology, creative or social enterprise
- Develops practical skills to take business ideas forward and rigorous knowledge of key business concepts
- Access to high quality networks of entrepreneurs and experts via residential sessions in Cambridge
- Access to outstanding teaching and networks of Cambridge University

Participants will be assessed on key areas of the course including commercial feasibility of the business idea, a full business plan and a presentation pitch. All delegates gain a qualification accredited by the University of Cambridge upon successful completion of the Advanced Diploma in Entrepreneurship programme.



Dates

Annually from September

Duration

Part time to take 15-27 months to complete. There will be approximately 240 hours of self-managed study, research and assessment writing over the whole programme.

Location

The programme is comprised of face-to-face delivery and a tutor-led, online Virtual Learning Environment (VLE). There are two 3-day and one 6-day, intensive residential sessions in Cambridge.

Fee

The programme fee is £7,500 (exclusive of VAT). Fees may be paid by instalment.

How to register

Please see the diploma pages at:
www.cfel.jbs.cam.ac.uk

or contact Dr Jo Mills, Programme Director, on +44(0)1223 766900 or cfel@jbs.cam.ac.uk



Location

Where is Judge Business School?

Judge Business School is the University of Cambridge's Business School and is located in the heart of Cambridge. It is within walking distance of all of the central Colleges, close to many of the top hotels and restaurants, and only a brief taxi ride from the train station.

Cambridge is just 48 minutes by train from London's King's Cross station.

Information

The building and facilities

Judge Business School is located in the centre of Cambridge directly opposite The Fitzwilliam Museum. The School, located on Trumpington Street, was the site of the old Addenbrooke's Hospital.

Judge Business School has a wide range of seminar rooms, lecture theatres and smaller break out rooms, as well as a large common room with a café. We also use educational and conference facilities of the University of Cambridge located within walking distance to the Business School, including the Pitt Building, The Møller Centre and other venues.

Accommodation

We are able to advise participants on accommodation around Cambridge. There are many hotels and college accommodation all within walking distance of Judge Business School.

If you require assistance with accommodation please contact us at: execed@jbs.cam.ac.uk and let us know your requirements.

How to enrol

Contact

If you would like to register for one of our programmes at Cambridge, please complete the online registration form on our website at www.cambridgeexeced.com or phone us at 0800 183 1145 (UK only).

Mailing address:
Cambridge Executive Education
Judge Business School
University of Cambridge
Trumpington Street
Cambridge CB2 1AG

Tel: +44 (0)1223 339647
Fax: +44 (0)1223 764369
Freephone: 0800 183 1145 (UK only)

Web: www.cambridgeexeced.com
Email: execed@jbs.cam.ac.uk

Location

Where is Judge Business School?

Judge Business School is the University of Cambridge's Business School and is located in the heart of Cambridge. It is within walking distance of all of the central Colleges, close to many of the top hotels and restaurants, and only a brief taxi ride from the train station.

Cambridge is just 48 minutes by train from London's King's Cross station.

Information

The building and facilities

Judge Business School is located in the centre of Cambridge directly opposite The Fitzwilliam Museum. The School, located on Trumpington Street, was the site of the old Addenbrooke's Hospital.

Judge Business School has a wide range of seminar rooms, lecture theatres and smaller break out rooms, as well as a large common room with a café. We also use educational and conference facilities of the University of Cambridge located within walking distance to the Business School, including the Pitt Building, The Møller Centre and other venues.

Accommodation

We are able to advise participants on accommodation around Cambridge. There are many hotels and college accommodation all within walking distance of Judge Business School.

If you require assistance with accommodation please contact us at: execed@jbs.cam.ac.uk and let us know your requirements.

How to enrol

Contact

If you would like to register for one of our programmes at Cambridge, please complete the online registration form on our website at www.cambridgeexeced.com or phone us at 0800 183 1145 (UK only).

Mailing address:
Cambridge Executive Education
Judge Business School
University of Cambridge
Trumpington Street
Cambridge CB2 1AG

Tel: +44 (0)1223 339647
Fax: +44 (0)1223 764369
Freephone: 0800 183 1145 (UK only)

Web: www.cambridgeexeced.com
Email: execed@jbs.cam.ac.uk

Calendar 2010/2011

	2010	January	February	March	April	May	June	July	August	September	October	November	December
STRATEGY AND INNOVATION													
Strategic management: creating and sustaining competitive advantage				18-19							21-22		
Managing innovation strategically											14-15		
Futures thinking: tools for strategic navigation in a business environment of unprecedented change					29-30					30-1			
Business model innovation: changing the game NEW						20-21							
Leveraging organisational and cultural change					22-23								
OPERATIONAL EXCELLENCE													
Enterprise performance management NEW								1-2					
Project management for value creation NEW					29-30								
PEOPLE MANAGEMENT													
Creating high performance teams				25-26								25-26	
Successful negotiation strategies				4-5								4-5	
Best practice in managing people										30-1			
Achieving excellence in human resources management												18-19	
FINANCE AND ACCOUNTING													
Finance and accounting for non-financial managers						6-7						11-12	
Financial analysis for business performance				4-5									
Planning for an uncertain world NEW				11-12								18-19	
Endowment asset management NEW							21-25						
MARKETING													
Strategic marketing						27-28				23-24			
Managing brands							17-18				14-15		
Product marketing strategies for impact				11-12									
Managing customer relationships and creating customer loyalty							10-11			30-1			
LEADERSHIP													
Women in leadership								13-14					
GENERAL MANAGEMENT													
General management programme: mastering the language and practice of management							14-25					22-3	
General Management Certificate													
HEALTH MANAGEMENT													
Cambridge health leaders programme										15-17			
International health leaders programme				20-24									
PROFESSIONAL SERVICE FIRM MANAGEMENT													
The law firm partner				7-10						26-29			
The professional service firm partner													
ENTREPRENEURSHIP													
Advanced Diploma in Entrepreneurship (ADE) NEW													Annually from September

For the latest information on programme dates and content, please visit our website

WWW.cambridgeexeced.com

2011	February	March	April	May	June	July
		10-11				
			7-8			
				19-20		
		14-15				
					7-8	
				5-6		
		24-25				
		3-4				
				5-6		
	17-18					
	10-11					
					13-17	
			26-27			
					2-3	
					9-10	
			12-13			
					20-1	
		26-30				
		6-9				
		Please refer to website				
		Annually from September				

Cambridge Judge Business School

University of Cambridge

Trumpington Street

Cambridge CB2 1AG

United Kingdom

T: +44 (0)1223 339700

F: +44 (0)1223 764369

www.jbs.cam.ac.uk

www.cambridgeexeced.com

The organisers reserve the right to change any details of the Programme without notice.

© Judge Business School has copyright of all original material contained in this brochure (January 2010)

Designed by HSAG
Photography by Julian Hawkins



CAMBRIDGE
Judge Business School



CAMBRIDGE
Judge Business School

Cambridge Judge Business School

University of Cambridge
Trumpington Street
Cambridge CB2 1AG
United Kingdom
T: +44 (0)1223 339700
F: +44 (0)1223 764369

www.jbs.cam.ac.uk

www.cambridgeexeced.com

The organisers reserve the right to change any details of the Programme without notice.

© Judge Business School has copyright of all original material contained in this brochure (January 2010)

Designed by HSAG
Photography by Julian Hawkins



CAMBRIDGE
Judge Business School

Cambridge in brief...

- **Cambridge University** – over 75 Nobel Prize winners, 22,000 students, internationally renowned for excellence in teaching and research
- **Judge Business School, Cambridge University** – MBA programme ranked amongst the best in the world; thriving PhD programme; custom and open executive education programmes delivered by world class faculty
- **Close to London** – only 48 minutes by train with direct links to King's Cross and Liverpool Street stations
- **Close to international airports** – 30 minutes from London Stansted and 90 minutes from London Heathrow
- **At the heart of 'Silicon Fen'** – a thriving concentration of new high-tech and bio-tech businesses
- **Lively city and night-life** – many restaurants, music venues, cinemas, galleries, museums and much more!
- **Hotels** – over 1,000 rooms within easy walking distance of Judge Business School and the centre of Cambridge
- **Beautiful medieval city** – an 800 year old University and its historic buildings to explore; experience evensong in the famous King's College Chapel.