

# Chief Executives' and Directors' Programme

@ THE MANAGEMENT SCHOOL TRAINING CENTRE, LONDON

16th - 27th April 2012, 2nd - 13th July 2012, 10th - 21st September 2012  
15th - 26th April, 2013, 1st - 12th July, 2013, 9th - 20th September, 2013

5th - 9th March, 2012 & 4th - 8th March, 2013 - **CAIRO, EGYPT**  
23rd - 27th April, 2012 & 22nd - 26th April, 2013 - **PARIS, FRANCE**  
30th April - 4th May, 2012 & 29th April - 3rd May, 2013 - **HELSINKI, FINLAND**  
2nd - 6th July, 2012 & 1st - 5th July, 2013 - **JOHANNESBURG, SOUTH AFRICA**  
6th - 9th Aug., 2012 & 5th - 8th Aug., 2013 - **ABUJA, NIGERIA**  
24th - 28th Sept. 2012 & 23rd - 27th Sept., 2013 - **HONG KONG, CHINA**  
12th - 16th Nov., 2012 & 11th - 15th Nov., 2013 - **KUALAR LUMPUR, MALAYSIA**  
2nd - 5th Dec., 2012 & 1st - 4th Dec., 2013 - **DUBAI, UAE**



THE MANAGEMENT SCHOOL LONDON



Attend the highly rated Chief Executives' & Directors' Course which is an essential programme that attracts global participation.

Develop your analytical abilities and enhance your strategic and tactical thinking.

Enhance your directorial competence and skills.

Discuss boardroom issues, board effectiveness & board governance.

Enhance your strategic perspective, visions, goals, values, mission & strategic objectives.

Discuss key customer care issues, customer processes, quality issues & TQM.

Update yourself in business restructuring and process re - engineering.

Examine Human Resources Issues, Human Resources Planning and Development.

The Management School London - *The Global Pace Setter in Quality Human Resource Development & Learning*

David Stringer



Training and Development Consultant  
1st Prize UK National Training Awards Winner

David Buckle



Senior Consultant/Trainer in Board room practice & Company Secretarial Practice of the Institute of Directors, London.

Prof. Barry Warrington



Executive Chairman, People First Organisation  
Senior International Management Consultant & Trainer

Michael Bland



Former head of the Institute of Directors and Ford Motor Company, he advises and trains companies and organisations and is the author of 13 communications text books.

Dr John Black



Senior International Consultant in Human Resource Management and Director of the Japanese Management Research Unit.

The Management School London

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## Introduction

The Chief Executives and Directors' programme is designed for Directors from around the globe. The programme which is sponsored by The Management School, London and will be held at The Management School Training Centre, London and other venues around the globe.

The Programme is essential for Chief Executives and Directors who wish to enhance the skills and competencies of their boardroom team. The competencies which Chief Executives and Directors are expected to have include:

- Strategic perspectives and vision, which include the totality of the organisation's operation.
- Sound commercial judgement and business acumen.
- Ethical awareness, integrity and accountability.
- Leadership & team working.
- Sound knowledge of Directors' legal duties & responsibilities.
- Excellent knowledge of the structure & operation of the board.
- Environmental issues, financial issues and Public Relations issues.
- Ability to manage change and business process re-engineering.
- Ability to make excellent decisions.

The Management School London has pleasure in inviting all Directors worldwide to attend.

## Who Should Attend?

- Chief Executives.
- Directors of companies and parastatals.
- Permanent Secretaries & Directors.
- Senior Civil Servants.
- Senior managers being groomed for promotion to the board.

## Programme Objectives

At the end of the programme, Directors will acquire the following skills & competencies:

- Develop their analytical abilities and enhance the strategic awareness of the Chief Executives and Directors and position them to meet the challenges of today & tomorrow's business opportunities.
- Provide a scientific basis for more effective discharge of their responsibilities as Chief Executives and Directors through environmental issues monitoring & management.
- Examine the essence & purpose of company by formatting visions, goals, values, mission & strategic objectives.
- Exchange experience and knowledge on the implications of their roles in formulating business policies and in planning, organising, directing and controlling the activities of their companies or organisations, all of which are operating in a rapidly changing environment.
- Discuss key customer care issues & customer processes; quality issues & TQM.
- Discuss business restructuring and process re-engineering.
- Examine human resources issues and human resources planning and development.
- Focus on corporate ethics, integrity and accountability.

## Programme Contents:

### Directorial Competence

The operating environment:

- Awareness of the operating environment.
- Local business environment.
- Impact of globalisation.
- Economic, technological, social cultural, political/legal components.

### Directorial Legal Knowledge

- Roles and responsibilities of the Board of Directors.
- Duties and responsibilities of each Director.
- The legal liabilities of Directors.
- The Directors & law of contract.
- The Director, PLC duties & responsibilities.
- Managing AGM.

### Board Room Issues:

- Board structure.
- Board effectiveness.
- Board governance.
- Managing board crisis.
- Board succession.
- Boardroom qualities.
- Executive & non-executive Directors.
- Roles of the chairman.
- Non-Executive chairman vs. Managing Director.

### Board Directorial Skills and Competence:

- Board's visioning,
- Board team work and team working.
- Change management.
- Board's decision-making skills.
- Project management.

## Directional Strategic Perspective

- Strategic Analysis.
- Strategic directions visions, goals, value, mission & strategic objectives.
- Strategic planning.
- Strategic options.
- Operational management.

## Directors Roles, Liabilities and Corporate Governance:

- Learn Strategic roles of Directors, their liabilities, legal and corporate obligations.
- Enhance the effectiveness of Directors and teach them how to be focused to priorities.
- Corporate governance.
- Case Study.

## Directorial Financial Knowledge:

- Financial reporting, legal requirements.
- Issues & procedure reporting.
- Qualification & application of auditors.
- Appreciation of accounts.
- Appreciation of financial and management accounts.
- Financial procedure & control.
- Cash flow & cash cycle.
- Evaluating financial opportunities & option.
- Risk analysis & risk management.
- Treasury management.
- Yearly operational budgeting & budgetary control.
- Profit planning.
- Dividend policy & procedure.
- Raising capital.

## Business Policy:

- Board roles in policy formation.
- The roles of policy.
- Type of policy.
- Policy process, policy implementation and monitoring.

## Directorial Human Resources Skills & Competence:

- Human Resource policy formation.
- Team building, motivation and leadership.
- Manpower planning, recruitment and selection.
- Performance appraisal.
- Productivity and employee rewards.

## Directorial Personal Skills & Competence:

- Business ethics, integrity & accountability.
- Time management.
- Leadership.
- Problem solving.
- Negotiation skills.
- Creativity for Directors.
- Communication & interpersonal skills.

## Directorial Public Relations Competence:

- Public relations policy.
- Public Relations as a top management function.
- Company image and corporate identity.
- Public Relations planning and strategy.
- Speech writing and delivery.
- Issues and crisis management - Arthur Anderson and WorldCom case studies.
- Internal and external communication.
- Communicating with Investors/Shareholders.

## Managing Business Restructuring:

- Why does business restructure?
- Preparation for restructuring.
- Implementation of restructuring.
- Crisis management and crisis communication.

## Directorial Marketing Competences:

- Marketing Policy.
- The Marketing concept.
- Marketing strategies.
- Marketing and the company structure.
- Products development and offerings.
- Markets: Industrial/consumer/service/social.
- Marketing communications/market research.
- Advertising Campaign Planning.
- Sales management.

## Directorial Customer Process:

- Understanding customer requirements.
- Establishing excellent customer relations.
- Delivering customer value & satisfaction.
- Quality Issues.

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## Working with Company Secretaries:

- Modern Roles of Company Secretaries.
- Legal Aspect of Company Secretaries function.
- Managing on line investor Relations.

## To Register

### Course Fees & Payment

The fee for the course is £4,950 (Four thousand, nine hundred and fifty pounds sterling). The course fee includes tuition and materials needed for the course as well as the travel costs of all field trips. The fees also include lunch ticket for each course day. All bookings must be paid no later than 4 weeks before the start of the course. Payment should be by bankers draft, made out in favour of The Management School London and sent to:

Rolien Van Heerden

Training & Development Co-ordinator,

The Management School London, Alporton House, Bridgewater Road, London HA0 1EH

Tel: + 44 (0) 208 782 8990 Fax: + 44 (0) 208 782 8991

E-mail: [exctraining@themanagementschool.com](mailto:exctraining@themanagementschool.com)

### Joining Instructions

Joining instructions, with full details on where to go, how to get there and what to bring, will be sent to all delegates prior to commencement of the Course.

### International Attendance

The Management School London has developed a global reputation for quality and value. Previous courses have attracted delegates from countries throughout the world, including Angola, Bahrain, Britain, Brunei, Cameroon, Czech Republic, Estonia, Finland, Gambia, Holland, Hong Kong, Hungary, India, Kenya, Kuwait, Malaysia, Mauritius, Mozambique, New Zealand, Nigeria, Oman, Poland, The Philippines, Saudi Arabia, Singapore, South Africa, Tanzania, Thailand, AU, UAE, USA, Zambia, Zimbabwe.

### Accommodation

Delegates are responsible for arranging their own accommodation. If required, the Management School will be able to put delegates in touch with hotel booking services. The School will take no responsibility for any arrangements which delegates might subsequently make.

### Visas

Delegates requiring visas should advise The Management School London who will contact the British Authorities in support of their visa application.

Delegates are advised to start processing their visas at least two months before the course starting date. Delegates will receive a Letter of Acceptance from the school to accompany their visa application.

### What previous delegates have to say

'... meeting other experts gave me the impetus and energy to introduce many new ideas.'

'The Course opened my eyes and allowed me to make many professional contacts all over the world.' 'It was the most exciting and interesting course I have ever attended.'

'The practical advice I received on the course has proven invaluable in my work.'

'It was a wonderful opportunity to learn from experts.'

'I did not realise how stale I was becoming and can thank the course for giving me a new lease of life!'

## Managing Computer Services:

Delegates will discuss developments in information technology and their experience in E-business. The role of the computer in effective management will also be discussed.



Michael Bland, FIPR, MBCI

Michael Bland is a consultant, author, trainer and lecturer in Corporate Communication, Crisis and Issues Management, Media Interviews, Presentation Skills, Creativity, Reducing Stress and Enjoying Life.

He has a high international profile as an inspirational speaker and is the author and co-author of 13 leading communication text books and guides, numerous articles and two popular humour titles. His latest book on crisis and issues management, *When It Hits The Fan* (Centre Publishing), was published in 2004

Michael served a commission in the Army and was a survival instructor before working in Germany, Austria and Switzerland as a sales manager for Reuters. After five years in finance and financial journalism he set up and ran the first PR activity for the Institute of Directors and played a key role in putting it on the map. He then spent six years as head of government relations and corporate public affairs for Ford Motor Company Limited before becoming an independent consultant in 1984.

He advises and trains a number of major organisations worldwide, mainly on crisis management, creativity, media interview skills and his popular stress and personal development course: *Energy for Life!*

Michael lectures and teaches widely on a range of communication and motivation subjects for organisations such as the London Business School, Cambridge University, Cranfield School of Management, the Public Relations Consultants Association, the Society of Consumer Affairs Professionals and many others.

He is a Fellow of the Chartered Institute of Public Relations, a Member of the Business Continuity Institute and the National Federation of Spiritual Healers, and an Associate of the Institute of Physics and the Institute of Directors.



Peter Burbidge

Senior lecturer at the university of Westminster. He qualified as a barrister in 1973 but has been mainly involved in legal training since then, initially for the College of Law where he was a principal lecturer and since 2000 for Westminster Law school, where he teaches on the LPC. He specialises in business law, employment, corporate finance and commercial law but with a particular interest in comparative law and the development of European law in these areas. He speaks French, Italian, German and Spanish and has lectured regularly in French and Italian. He is a visiting lecturer at the University of Bordeaux and has lectured in a number of European countries as well as many seminars for the solicitors profession in England and Wales. He has published articles in a number of professional journals and in peer-reviewed legal journals.



David Stringer

David worked in three UK banking groups, in Retail Operations and Marketing before he was promoted to be Group Sales Training Manager. In this role, he was responsible for improving customer service and sales effectiveness at over 600 branches, with total of 8,000 staff.

He then became Assistant Training Manager of a Department with more than 120 people servicing a Financial Services Group of 13 businesses operating across a range of activities. He was personally responsible for people development across the Group's twelve subsidiary companies – including European operations – and designed an accreditation process for a training function against the ISO9000 quality standard. Following his work on Management Development, he became responsible for major culture change projects, including the introduction of the Group's "Vision and Values", designed to motivate and inspire all staff towards the goals, through excellent service. This work included driving the shift for many service departments from internal service providers to strategic business partners.

David moved into consultancy and training 16 years ago, following 3 months intensive work with the Forum Corporation of Boston, USA, since when he has enjoyed significant successes. He has been credited with stimulating major performance improvements for a number of clients. His clients and projects are wide-ranging in nature, including many blue chip companies in finance and commerce, oil and gas industries and government departments, across the world.

He produced the multi-media programme 'Coaching to Improve Performance' that formed the major part of 'The Manager's Role in Learning'. This program won joint first prize in the National Training Awards in the U.K. in 1993, selected from over 50,000 entries. First used in a Financial Services environment, it was established that sales performance improvements of over 140% were attributed to the effective introduction of coaching throughout the network.

David has also had wide involvement in media relations, including a number of published articles and radio broadcasts. With Bernard Wynne, he co-authored 'A Practical Guide to Understanding and Applying Competencies: A Competency-Based Approach to Training and Development' (Financial Times Management Series/Pearson Publishing) and their article 'Measuring Team Leaders' was featured in 'TEAMS' magazine. He recorded a series of 40 programmes on management and self-improvement topics, which were repeated several times after their first broadcast.

David's latest project has involved designing and presenting a series of short courses, to improve leadership capability, for one of the world's leading banks. David regularly runs programmes for The Management School, majoring in H.R. and People Development, Coaching & Mentoring, and Leadership.



David Buckle

David Buckle is a highly experienced trainer of the Institute of Directors, London. His area of specialization is Board Secretarial Practice, Boardroom Practice and Commercial Law. David Buckle is a practising solicitor specializing in Company Commercial Law, Information Technology Law and Company Secretarial Practice.

David acts for a number of UK and International businesses. Prior to this, he worked in private practice in Central London and has been a member of an in-house legal team for a major corporate organisation and served as a commercial director of a UK subsidiary of a German group specialising in International engineering construction.

David has acted for business well established as well as business start up. He has travelled widely to places as diverse as Malaysia, Kashmiri, Mozambique and Greece servicing major clients. He is presently involved in a number of initiatives to develop the application of Information Technology to legal processes not only for lawyers but also for the consumers of legal services.

David has a first degree in Economics and English, an honours degree in law and was awarded a Master's degree in Business Administration (MBA). He is a member of the Institute of Directors, the Institute of Personnel and Development, Chartered Management Institute, the Institute of Management Information.

## The Faculty



Professor Barry Warrington, BSc, MSc, DipM, MCIM

Barry has had over 25 years experience of undertaking Marketing, Management Research and Management Development in both the commercial and academic environments, including a period as Head of the Business Studies Department at Teesside University. Since 1990 he has been heading a Management Development and Marketing Consultancy organisation. He has authored in the areas of Strategy and Marketing and in 1997 he was awarded a Visiting Professorship at the University of Lincolnshire and Humberside. He is a frequent contributor to conferences and seminars.



Craig Murphy, B.Sc

Craig Murphy graduated university with an Honours degree in Biochemistry and Genetics and spent 10 years in management in a large National FMCG corporation. During this time he gained a PGDip in Multimedia and Computing and gained an interest in teaching. He set up his own training and ICT consultancy company in 1998 and after fulfilling all the necessary exam and teaching certifications he became a Microsoft Certified Instructor in 2000. Over the last 8 years he has gained recognition as a Microsoft Master Trainer and an Adobe Certified Instructor working with a diverse client base from Large Multinational firms, several councils, and many SME's.



Dr John Black PhD, MA, B.Soc, Sc

John was Reader in Human Resource Management and Director of the Japanese Management Research Unit at the Wolverhampton Business School. John's career has been split almost equally between industry and education, including a spell with Texaco UK. Before his retirement he has written and published extensively in the field of Human Resource Management and Labour Relations. He has also been Visiting Fellow in Industrial and Labour Relations at Cornell University in USA. His current research interests are Management Control and the impact of cross-cultural influences on Human Resource Management. He is a frequent presenter at Conferences and Seminars.



Dr Jon White

Dr Jon White is a consultant in management and organisation development, public affairs, public relations and corporate communications management, and has worked in public and private sector organisations in Europe, the United States, South Africa, Australia, and Canada. Clients have included companies such as Shell, Motorola, British Airways, National Express and AEA Technology, as well as governments in the UK, Canada, Norway and Macedonia.

A visiting fellow at Henley Business School in the UK, he is also an honorary professor of public affairs in the University of Birmingham's School of Business, and a visiting professor at the University of Central Lancashire at Preston, in the north west of England, and Cardiff University in Wales. He is a visiting professor at Heilbronn Business School in Germany, teaching there on the School's MBA programme.

He has written articles and books on public affairs, public relations and corporate communications practice, including *How to Understand and Manage Public Relations* (Business Books, 1991) and *Strategic Communications Management: Making Public Relations Work*, with Laura Mazur (Addison-Wesley, 1995). He contributed to *Excellence in Public Relations and Communications Management* (Lawrence Erlbaum and Associates, 1992) as part of a research team with James Grunig from the University of Maryland and others. He has also written a number of management case studies for teaching purposes on organisations such as Dunhill, Lloyds of London, AEA Technology, Diageo and the South African company, Barloworld. An approved trainer with the Chartered Institute of Public Relations in the UK, he holds a doctorate from the London School of Economics. He has made presentations to university and professional groups around the world.

# The Management School London



In order to enable us to process your registration quickly and accurately, please fill in ALL SECTIONS of this registration form in BLOCK CAPITALS and BLACK INK

FEEL FREE TO MAKE COPIES OF THIS FORM TO NOMINATE AS MANY DELEGATES AS YOU MAY WISH.

## 2012/2013 CENTRAL COURSE REGISTRATION FORM

<b>Course Title &amp; Ref. Number</b>	<input type="text"/>	<b>Course Date:</b>	<b>DD/ MM / YY</b>
<b>Name of Sponsoring Organisation</b>	<input type="text"/>		
<b>Full Address Of The Organisation</b>			
<input type="text"/>			
<input type="text"/>			
<input type="text"/>			
<b>Telephone Number:</b> <input type="text"/>			
<b>Fax:</b> <input type="text"/>			
<b>Email:</b> <input type="text"/>			

<b>Delegate</b>	
1. Surname: <input type="text"/>	<b>Full First Name</b> <input type="text"/>
2. Surname: <input type="text"/>	<b>Full First Name</b> <input type="text"/>
3. Surname: <input type="text"/>	<b>Full First Name</b> <input type="text"/>
4. Surname: <input type="text"/>	<b>Full First Name</b> <input type="text"/>
5. Surname: <input type="text"/>	<b>Full First Name</b> <input type="text"/>

<b>Delegates Job Title</b> (Please Specify)	<input type="text"/>
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<b>Roles Within The Organisation:</b>	please give a clear concise description about your roles.
<input type="text"/>	

Based on this information, what topic do you most want to see covered from the course contents section: please specify:
<input type="text"/>

<b>Do You Have Any Special Dietary Requirements</b>	<b>YES</b> <input type="checkbox"/>	<b>NO</b> <input type="checkbox"/>
<b>Please Specify</b>	<input type="text"/>	

<b>SECTION TO BE FILLED BY NOMINATING OFFICER:</b>	
<b>NAME OF NOMINATING OFFICER</b>	<input type="text"/>
<b>SIGN</b> <input type="text"/>	<b>OFFICIAL STAMP</b> <input type="text"/>
<b>DATE</b> <input type="text"/>	
I HEREBY ENCLOSE A CHEQUE FOR (GBP)£ <input type="text"/> BEING PAYMENT FOR <input type="text"/> DELEGATE(S)	

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