

**University of Cambridge
Executive Education**

September 2011-December 2012



**UNIVERSITY OF
CAMBRIDGE**
Judge Business School

ExecutiveEducation

Inspiring leadership improving performance



“Executive Education programmes set in a business school environment offer participants a safe place to pose questions that cannot be asked in the workplace. Participants are able to have new experiences and to experiment with things that might be seen as too risky, or inappropriate, in the organisational context. This allows not only intellectual, but also emotional learning and crucially learning by doing, directly related to problems that participants have in their professions.

The learning process is not one-way – we ‘teach’ part of the time, showing people concepts they are not yet familiar with, but this experience becomes really valuable when we co-develop with our participants and in this way they are able to build up essential new skills and capabilities to take back to their organisations.”



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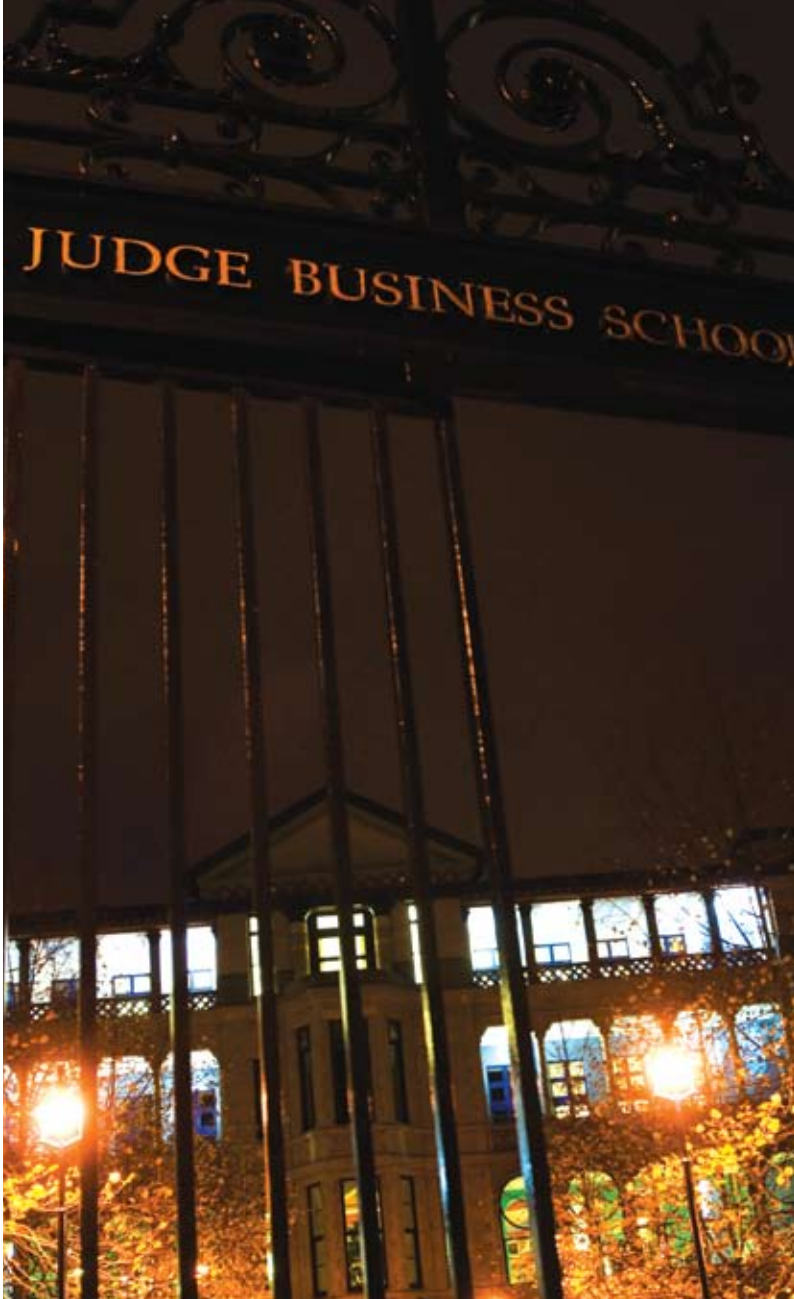
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Our Executive Education programmes are designed for business professionals and leaders from organisations around the world seeking new perspectives and insights on key management issues.

Why Executive Education at Cambridge?

The University of Cambridge is internationally renowned for:

- being ranked number one university in the world for two years in a row (2010 and 2011 QS World University Rankings)
- an 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 Cambridge Judge Business School MBA and EMBA Programmes which are ranked among the best in the world

Our goals in Cambridge Executive Education at Cambridge Judge Business School are to align these strengths to deliver programmes that impact on the development of leaders and organisational performance, drawing upon expertise and resources from the University of Cambridge.

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 programmes for individuals in the fundamental management areas of general management, strategy, innovation, people and management, finance and accounting and leadership
- specialist open programmes in professional service firm management
- 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 Cambridge Executive Education by enrolling on our courses or speaking to us about your development needs.

Cambridge Executive Education

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Cambridge CB2 1AG
United Kingdom

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General Management and Leadership Programmes

Our General Management and Leadership programmes are specifically designed to offer executives, senior leaders, managers and CEOs the opportunity to up skill in fundamental business management areas or step back and refresh their leadership outlook. The flexibility of our offering allows this to be achieved in two or three week residential blocks, or through shorter programmes over a period of three years.



For more information on **General Management and Leadership Programmes** visit us online or use your QRcode reader app to read this QRcode with your smartphone and connect in seconds.

Cambridge Advanced Leadership Programme

Programme summary

This three-week general management and leadership programme offers the opportunity for seasoned general managers to step back from their professional and personal lives and dedicate time for themselves in a learning environment that is second to none.

Aside from refreshing their thinking and fine-tuning their leadership agenda, participants will benefit from discussions and exchanges with top faculty members and outstanding speakers from Cambridge Judge Business School and the University of Cambridge.

Topics

- Preparing for the global upturn – How do I lead my company in such a volatile world? How do I identify emerging markets? And what are the best ways to tackle them? What does it mean to be a global company? What are our advantages over the local opposition?
- Creating value for stakeholders – Who are we running the company for? How is the influence of different stakeholders changing? How do we manage them? What are my responsibilities as a leader?
- Innovation and change – What kind of innovation should I be targeting? How do we sustain a creative environment that encourages innovation? How do we manage change? Who are our partners?
- Impact and implementation – What am I going to do now? How do I need to change as a leader? How do I lead in this new environment? What do my employees want?

Benefits

- Networking and making contacts with leading academics and entrepreneurs.

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The time spent together will build the foundation of lasting friendships with people who can call on one another for help and advice in the future

- Producing more dynamic and high functioning executives
- Providing innovative solutions to long-standing problems
- Transforming aspirations into effective leadership behaviour
- Developing leadership capabilities through targeted learning
- Meeting and talking to inspired academics in the unique academic environment of one of the world's top universities
- Exchanging ideas and debating with senior University of Cambridge academics

Who should attend

The programme is designed for managing directors and heads of business units. With at least two years' experience in this position and with profit-and-loss responsibility, they will make up the majority of the group. They can be working in small, medium or large organisations in the public or private sector. Executives from the not-for-profit sector are welcomed.

Academic Programme Director Professor Peter Williamson

BA (Macquarie Univ.), PhD (Harvard Univ.)

Upon completion of the Cambridge Advanced Leadership Programme, you will also be eligible to become associate members of the Cambridge Judge Business School global network of graduates and business-focused University of Cambridge alumni, faculty and staff.



Dates

2-21 October 2011

10-29 June 2012

14 October-
2 November 2012

Duration

Three-week programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is £16,000 (exclusive of VAT). Fee includes all programme materials, daytime refreshments and some evening meals, accommodation in the centre of Cambridge, some Cambridge-based activities and a gala dinner in a historic Cambridge college.

How to register

Please contact:

Allison Wheeler-Héau

Tel: +44 (0)1223 765855

Email:

a.wheeler-heau@jbs.cam.ac.uk

or visit:

www.cambridgeexeced.com

“The programme opened my eyes to the world issues and allowed me to learn different methods and concepts to apply at work.”

Cambridge General Management Programme

Programme summary

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

The Cambridge 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

- Recognise and master new trends and market demands in a complex business and economic environment
- Increase team performance with enhanced leadership skills
- Take 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

- Integrate marketing, operations and strategy for a holistic business perspective
- Learn and debate with faculty from the Business School
- Interact with executives from a range of industries and organisations across the globe

Who should attend

The programme is designed for executives who are highly motivated and wish to develop their management skills and knowledge by engaging with faculty and an international peer group in an intensive and fast-paced learning environment.

They will typically have five or more years' experience, and may be moving from a specialist function to a more general management role, or to a more senior position within an organisation. The programme helps them effect a smooth transition into their new role.

Academic Programme Director

Dr Jochen Runde

BCom Hons, MCom (Univ. of the Witwatersrand), MPhil, PhD (Univ. of Cambridge)

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

Dates

20 November-
2 December 2011

20 May-1 June 2012

11-23 November 2012

Duration

Two-week programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is £10,000 (exclusive of VAT). Fee includes all programme materials, daytime refreshments and some evening meals, accommodation in Cambridge, some Cambridge-based activities and a gala dinner in a historic Cambridge college.

How to register

Please contact:

Allison Wheeler-Héau

Tel: +44 (0)1223 765855

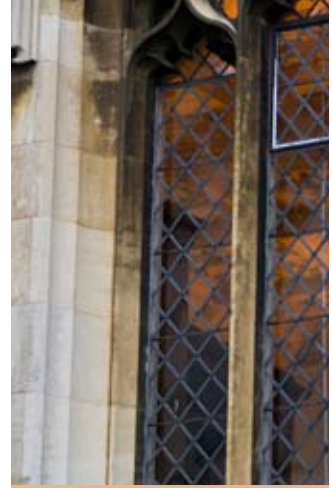
Email:

a.wheeler-heau@jbs.cam.ac.uk

or visit:

www.cambridgeexeced.com

"Well prepared programme, knowledgeable academics, international participants, global atmosphere, helpful staff, great venue. Real, first-class, Cambridge education."



Cambridge General Management Certificate of Achievement

Programme summary

The Cambridge General Management Certificate of Achievement 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 Cambridge General Management Certificate of Achievement can be completed in two ways:

• Five programmes over three years

Completion of any five two-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 programmes are offered in the following subject areas:

- Strategy
- Innovation
- General management and leadership
- People and management
- Finance and accounting
- Marketing

Cost: £7,500 (exclusive of VAT).

Duration: The five two-day programmes may be taken in any order and you have up to three years to complete the Cambridge General Management Certificate of Achievement.

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or

• The Cambridge General Management Programme (please see page 8)

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

Cost: £10,000 (exclusive of VAT).

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

Duration: Two weeks: 20 November-2 December 2011 or 20 May-1 June 2012 or 11-23 November 2012.

Benefits

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

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



Dates

Choose from our portfolio of open enrolment programmes or refer to page 8 for the Cambridge 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

£10,000 (exclusive of VAT) for completion by way of the two-week intensive programme.

How to register

Please contact:

Allison Wheeler-Héau

Tel: +44 (0)1223 765855

Email:

a.wheeler-heau@jbs.cam.ac.uk

or visit:

www.cambridgeexeced.com

“The Cambridge General Management Certificate of Achievement enabled me to work towards a goal while having the flexibility to choose subjects tailored to my individual development needs.”

Strategy Programmes

Our portfolio of strategy programmes provides business managers and directors with a versatile, strategic toolkit to give coherence and direction to the actions and decisions of the organisation. Whether participants are looking to deploy strategy in negotiating environments, developing a strategic framework for creating and sustaining competitive advantage, re-thinking strategy in the light of new economic and business realities, or developing and utilising a robust set of performance management systems, Cambridge strategy programmes can act as a catalyst for successful strategy implementation.



For more information on **Strategy Programmes** visit us online or use your QRcode reader app to read this QRcode with your smartphone and connect in seconds.

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 programme 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.

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 programme are four interactive negotiation exercises which:

- provide participants with 'hands on' experience of negotiating
- give participants 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

Who should attend

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

Academic Programme Director

Dr Mark de Rond

DPhil (Univ. Oxford)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education Cambridge General Management Certificate of Achievement.



Dates

13-14 October 2011

1-2 March 2012

25-26 October 2012

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.

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com

"I now feel that I have a range of techniques I can use to improve my negotiation skills both inside and outside of work."

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 participants will apply analytical tools and frameworks in a wide variety of situations, as well as tackling issues such as competitive analysis, development of new capabilities, value chain analysis and technology convergence.

Topics

- How to monitor the attractiveness of an 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 structure with 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 strategic capabilities in the decision-making process
- Understand the strategic implementation process
- Identify the strategic forces that impact on business and industry

Who should attend

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

Academic Programme Director Dr Kamal Munir

PhD (McGill Univ.)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education Cambridge General Management Certificate of Achievement.



Dates

20-21 October 2011

15-16 March 2012

18-19 October 2012

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.

How to register

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www.cambridgeexeced.com

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

“The programme provided me
with a strategy toolkit and the
confidence to use it.”

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

Programme summary

An essential component of strategy making is assessing the future context in which strategy will play out. This 'futures thinking' can be largely quantitative and risk-oriented, or it can be more qualitative and opportunity-oriented with a focus on interpretation and innovation. This programme focuses on the more qualitative and generative approach.

As technological development continues to accelerate, and global interdependencies drive rising volatility, business finds itself in an era of unprecedented change. At the same time, there is growing doubt about the old shared narrative of globalisation, free trade, cheap energy, strong economic growth, financial stability, and Western economic dominance.

The programme looks at how organisations can navigate when familiar reference points are no longer dependable. It shows how to read and reinterpret the strategic environment, and create new frameworks for better strategic guidance in emerging future conditions.

The programme involves instruction and workshop-style training led by experienced practitioners who look deeply at both the nature of strategic change and the leadership qualities it demands. A range of exercises will provide hands-on practice with 'futures thinking' skills to apply directly in the business environment.

Topics

- Applied 'futures thinking' in business and the public sector
- Detecting and mapping change in the strategic landscape

- Cultivating the skills of re-perception and reframing
- Creating shared strategic narratives
- Translating 'futures thinking' into strategic advantage
- 'Futures thinking' and inspirational leadership
- Applying the skills in the business environment

Benefits

- Become familiar with a range of different 'futures thinking' techniques
- Learn how to identify the driving forces impacting business or industry
- Practice methods and tools for mapping and managing uncertainty
- Build leadership landscapes and create shared narratives of change
- Learn leadership skills for equanimity in the face of future change

Who should attend

Managers in the private and public sector who face significant future uncertainty and wish to turn it to advantage in their strategic thinking. The programme is geared towards middle and senior management who are responsible for strategy renewal and ensuring future performance.

Academic Programme Director

This programme is led by experienced practitioners.

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education Cambridge General Management Certificate of Achievement.



Dates

8-9 December 2011

19-20 April 2012

6-7 December 2012

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.

How to register

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www.cambridgeexeced.com

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

Strategic performance management: aligning effort to deliver strategy and results

Programme summary

Strategy often fails. It does so because while the strategies pursued by many organisations make sense at an abstract level, they usually mean little to those who have to deliver them. In this thought provoking and highly practical seminar, participants will find out how to use performance measurement to clarify, communicate and execute strategy.

Drawing on over 20 years of research and consulting experience in a wide variety of organisations and sectors, the Academic Programme Director, Professor Andy Neely will explain how to design and deploy performance measures that are meaningful, actionable and directly related to organisational strategy. In doing so, he will outline a host of practical tools and techniques that you can apply in your business.

Topics

- How to execute strategy through performance measurement
- How to design and deploy meaningful and actionable performance measures
- How to ensure performance measures drive the right actions and behaviour
- How to ensure you get the most from your organisation's investment in performance measurement

Benefits

- Explain the changing nature of the measurement crisis – focusing specifically on the tendency in many organisations to measure too much
- Understand the main strategic performance frameworks organisations use today, including the balanced scorecard and the performance prism

- Understand why process – the methodology for selecting what and how to measure – is more important than the framework the organisation chooses to use
- Apply specific tools and techniques associated with the design, deployment and application of strategic performance measures
- Identify appropriate performance visualisations that can be used to help convert data into insight
- Understand the multiple roles of measurement and how well-designed strategic performance management systems drive strategic success and organisational learning

Who should attend

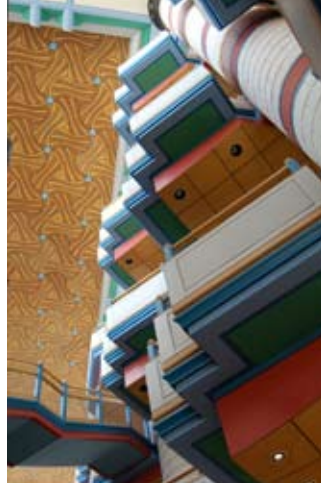
For those responsible for designing, deploying and maintaining strategic performance management systems, this programme will deliver real benefit if you are currently engaged in designing and deploying a new strategic performance management system, responsible for enhancing an existing system or simply worrying about how to make a better connection between strategy and performance.

Academic Programme Director

Professor Andy Neely

MA (Univ. of Cambridge),
PhD (Nottingham Univ.)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education Cambridge General Management Certificate of Achievement.



Dates

28-29 June 2012

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.

How to register

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“It provided a good toolkit that can be adapted to our business needs. Good insights and reflections.”

Understanding and preventing corporate corruption

Programme summary

Understanding corporate corruption has never been more important than today. With estimated loss to world economies into billions of pounds, and overarching implications for developed as well as developing nations, corporate corruption is a serious concern.

Accumulating evidence strongly suggests that corruption and corporate corruption in particular can be avoided. This can be achieved by working closely with all stakeholders, implementing both positive and negative reinforcements, at various levels.

This programme provides an interdisciplinary overview of corporate corruption, its reasons and its consequences. It aims to provide participants with the latest research evidence on corporate corruption, as well as applied-knowledge from successful anti-corruption campaigns.

The programme draws on the latest developments in social psychology, criminology and law to provide a multidimensional overview, as well as introducing the reasons why individuals get involved in corrupt activities and providing some tools that one can use to avoid such entanglements. Local, international and multinational legal and accounting frameworks within which both the corporation and its organs are required to function today are discussed.

Topics

- An evidence-based approach to corporate corruption
- Individual motives and opportunities
- Corporate culture
- Rationalisations and facilitating mechanisms

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- Functional requirements of compliance systems
- Dealing with corruption at the individual level
- The legal framework for corporate compliance
- Guidelines for compliance systems

Benefits

- At the core of this programme are ten interactive modules which highlight recent corporate corruption theories, while providing an opportunity to learn about methods to deal with corruption
- Learn about the mechanisms of this organisational problem, by observing those around you in scenarios that may lead to corruption within organisations
- Move progressively from relatively simple to more complex types of scenarios and ways to deal with or avoid them

Who should attend

This programme is designed for compliance officers, solicitors, communication and public relations managers, auditing or financial managers of business corporations of all sizes.

Academic Programme Directors

Dr Stelios Zyglidopoulos

MSc (Univ. of Piraeus), MBA, PhD (McGill Univ.), MA (Birkbeck College)

Dr Barak Ariel

BA (Psychology, cum laude), MA (Criminology), LL.B., LL.M., PhD (Criminology)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education Cambridge General Management Certificate of Achievement.



Dates

25-27 April 2012

Duration

Three-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The programme fee is £2,500 (exclusive of VAT). Fee includes instruction, materials, lunches and breaks.

How to register

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Tel: +44(0) 1223 746706
www.cambridgeexeced.com

Innovation Programmes

Our suite of innovation programmes is specifically designed to enable innovation capabilities across many different areas of an organisation. Whether this is managing innovation, unleashing innovation and creativity internally, learning how to blend corporate and entrepreneurial innovation, understanding and implementing new business models, or exploring service design and innovation, Cambridge innovation programmes will help participants to elevate innovation to become a core capability within an organisation.



For more information on **Innovation Programmes** visit us online or use your QRcode reader app to read this QRcode with your smartphone and connect in seconds.

Making your organisation innovative

Programme summary

This five-day executive development programme offers the opportunity for professionals to elevate innovation to become a core organisational capability across all organisational units, beyond the actions of one department (be it marketing, R&D, or others).

Innovation systematically appears among the three main priorities named by CEOs and top managers. The reasons are manifold: across different industries, markets globalise, companies merge and new players challenge the existing business models, with broader integration of technologies, and through wider collaboration networks.

During the programme the participants will understand how to leverage a key driver of innovation: creativity; however, creativity does not lie only with individuals but it requires many individuals to collaborate so that ideas will flow and new solutions emerge and be tested. Innovation requires an organisation to unleash its creative capability at the level of individuals, processes, and organisational units.

Topics

- Unleashing innovation across the organisation
- What is innovation? And what are the different types of innovation, in particular in your own organisation?
- Creativity at the heart of innovation
- Enabling organisational idea creation – the 'innovation supply chain' and barriers to destructive innovation
- Selection of the right creative ideas to drive innovation through the business
- Executing creative ideas

Benefits

- Understand the fundamental steps of innovation: creation, combination, selection, and execution of creative ideas. Translate these principles into a diverse set of tools, processes and structures to drive a stream of innovations in the organisation
- Understand the 'architecture' of innovative organisations: the necessary structures to ensure alignment between strategy, selection and execution of the creative ideas and initiatives that arise within an organisation
- Develop a customised action plan of steps to be undertaken upon the completion of the programme and the return to the organisation, ready to apply the programme lessons
- Learn from a combined experience of 30 years on the management of innovation by the two faculty
- Experience, first-hand, an innovative context, as the programme takes place at the premises of one of the best science and technology universities in the world
- Take opportunity to feed back about organisations from a holistic perspective with a bespoke plan for improvement

Who should attend

Leaders, mid to senior level managers and executives in charge of innovation and/or looking to drive innovation through the business and apply the processes of creativity generation to make their organisation more innovative.

Academic Programme Director Professor Christoph Loch

Director, Cambridge Judge Business School, Dipl.-Wirtsch.-Ing. (Darmstadt Institute of Technology), MBA (Univ. of Tennessee, Knoxville), PhD (Stanford Graduate School of Business)



Dates

2-7 October 2011

2012 dates to be confirmed

Duration

Five-day programme

Location

University of Cambridge,
Cambridge, UK

Fee

The fee is £4000* (exclusive of VAT). Fee includes instruction, materials and meals, together with a gala dinner at a historic Cambridge college.

*Ensuite bed and breakfast accommodation is available for an additional £500

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com

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 or create new value. Among those who are able to create new value, few are able to capture it.

In this programme you 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.

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 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

Who should attend

Previous attendees have included executives from functions such as marketing, strategy, business development, research development, or those who are involved in innovation, or interested in creating an innovative organisation.

Academic Programme Director

Professor Jaideep Prabhu

BTech (IIT Delhi), PhD (Univ. of Southern California)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education Cambridge General Management Certificate of Achievement.



Dates

3-4 November 2011

1-2 November 2012

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.

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com

"Superb mix of theory, case studies and discussion with other leaders to bring out the importance of innovation for every company."

Strategising for innovation

Programme summary

To thrive in present and future competitive markets, innovation leaders need to learn to leverage their firm's ecosystems to ensure corporate growth and renewal. Since the sources of innovation and their delivery are shifting more and more beyond the company boundaries, both executives from established technology-intensive companies and techno-entrepreneurs will now have to learn how to collaborate and develop their joint ecosystems even more in order to increase opportunities and results.

Blending corporate with entrepreneurial innovation models, they now need to create future technology options and accelerate emerging businesses in collaborative partnerships amongst both the small and the large(r) ecosystem players.

Strategising for innovation is designed to help those executives in charge of innovation to address this challenge. For instance, executives who may be based in Cambridge-centred Silicon Fen or the transnational Eindhoven (NL) – Leuven (B) – Aachen (GE) universities triangle (ELAt) will find this programme of crucial help, since these areas are important technology ecosystems in Europe.

Topics

Module 1: Strategising for Innovation

- Business modelling in the corporate ecosystem
- Technology strategising
- From competitive strategy to portfolio management

Module 2: Leveraging the Ecosystem

- National systems of innovation and ecosystem development
- Building and playing the corporate ecosystem

www.cambridgeexeced.com

- Knowledge development and collaboration in corporate ecosystems

Module 3: Business Model Design and Implementation

- Business model innovation
- Managing competing business models
- Design thinking for business models in emerging markets

Benefits

- Delegates will leave the programme equipped with the knowledge to adapt technology and innovation strategies to fit this new ecosystem-oriented mindset
- Participants will draw lessons from the emergence and formation of technology in ecosystems as varied as mobile telecommunications, high-tech systems, materials and life sciences
- Attendees will have the opportunity to study how to unleash user- and technology-community creativity, as well as how to make collaboration in strategic partnerships between small and large science- and technology-based companies an outstanding success and competitive advantage

Who should attend

The programme will benefit senior executives within established technology-based companies and techno-entrepreneurs.

Academic Programme Directors

Professor Michael Barrett

BSc (Univ. of the West Indies), MSc (Univ. of Ottawa), MBA (McMaster Univ.), PhD (Univ. of Cambridge)

Professor Walter Van Dyke

DBA (Cranfield Univ. School of Management)

Participants earn a certificate on completing the programme.



Dates

28-30 November 2011
(Leuven, Belgium)

27-29 February 2012
(Cambridge, UK)

Duration

Six days in total

Location

Vlerick Leuven Gent Management School, Campus Leuven, Belgium and University of Cambridge, Cambridge, UK

Fee

The programme fee is £6,100 (exclusive of VAT). Fee includes instruction, materials, lunches and breaks.

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com

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 that 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 borders 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.

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
- Learn 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

Who should attend

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 in the business.

Academic Programme Director

Dr Chander Velu

BSc (Univ. of Southampton), MPhil, PhD (Univ. of Cambridge), ACA

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education Cambridge General Management Certificate of Achievement.



Dates

17-18 May 2012

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.

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com

"A good platform to broaden one's horizon with business model innovation and through the exchange of thoughts and ideas through interactive discussion sessions."

Service innovation: the new business model for the digital world

Programme summary

There is an inexorable trend toward services. In most developed economies over 70% of the working population are employed by service firms. Even traditional manufacturers are servitising, adding services to their traditional product offerings as they recognise the potential economic and strategic benefits of selling services.

We know a lot about how to design and innovate products, but what about services? How well-equipped are you and your management teams for service innovation? What lessons can we take from the world of products and apply to the world of services, when it comes to service design? How can multidisciplinary teams integrate knowledge in the discovery and development of new services? What role do digital technologies play in the process of innovation?

Topics

- The impact of the global shift from providing products towards delivering solutions
- How to identify and develop service innovation opportunities
- The impact of digital technology on service innovation
- Designing organisations, networks and infrastructures to deliver service innovation
- Testing the marketplace for service innovation
- Developing an implementation strategy to ensure a successful business model

Benefits

- Understand the latest industrial trends toward services
- Apply tools and techniques for describing and designing service systems – tools such as service blueprinting, service mapping and service network analysis
- Explore the process of service innovation – how multidisciplinary teams integrate knowledge to discover and develop new services
- Establish how to prototype, pilot and launch new service systems, focusing particularly on the customer experience
- Examine the role and use of digital innovations, such as mobile technologies, in providing complex service solutions within business ecosystems

Who should attend

The programme will benefit those responsible for designing and innovating service systems, in both the manufacturing and service sectors. Examples used in the workshop will cover the public and private sectors.

Academic Programme Director Professor Andy Neely

MA (Univ. of Cambridge),
PhD (Nottingham Univ.)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education Cambridge General Management Certificate of Achievement.



Dates

5-6 July 2012

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.

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com

“I feel the programme has provided me with a refreshed and up-to-date set of tools through which to view and implement innovation back at my organisation.”

People and Management Programmes

Our People and Management programmes are designed to help people deal with the challenges of managing and motivating an organisation's most important resource: people. Providing the most up-to-date frameworks for leaders to effectively develop a culture and process for change, developing HR capabilities to have a larger impact within the organisation and providing the management toolkit required for creating a high performance culture within the organisation are all key people management areas covered through the portfolio of programmes.



For more information on **People and Management Programmes** visit us online or use your QRcode reader app to read this QRcode with your smartphone and connect in seconds.

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 workplace. 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 toolkits in the functional areas of line management. We conclude with a personal learning action plan for post-programme 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.

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-to-day business responsibilities
- Understand more about the role as a leader
- Develop personal action plans to use new skills and achieve desired behaviours within teams

Who should attend

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.

Academic Programme Director

Dr Philip Stiles

BA (Univ. of Kent), MPhil, PhD (Univ. of London)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education Cambridge General Management Certificate of Achievement.



Dates

29-30 September 2011

27-28 September 2012

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.

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com

"The programme has helped me have a look at the organisation I am managing from another perspective - it provided useful information about power creation, function delegation and people motivation."

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.

By understanding how an organisation operates and its strategic goals, over the two days we address such questions as: what type of change approach is appropriate for your organisation? What role does human resources (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-day experience, drawing on actual case studies and your own experiences to lead to personal action plans.

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 stakeholders and employees

Benefits

- Become a more effective manager and leader in the organisation
- Learn to recognise what kinds of change will work in the 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

Who should attend

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

Academic Programme Director

Dr Jonathan Trevor

BA, MA (Univ. of Warwick), PhD (Univ. of Cambridge)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education Cambridge General Management Certificate of Achievement.



Dates

10-11 November 2011

12-13 April 2012

1-2 November 2012

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.

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com

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

Achieving excellence in human resources management

Programme summary

This programme explores the roles and capabilities of the human resources (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 sessions include the latest research, senior management presentations and international case studies and will provide opportunities for discussion and debate of the critical issues.

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-to-day business responsibilities
- Understand more about one's own role as an HR leader
- Develop personal action plans to use new skills and achieve desired behaviours within teams

Who should attend

The programme is designed for 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.

Academic Programme Director

Dr Jonathan Trevor

BA, MA (Univ. of Warwick), PhD (Univ. of Cambridge)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education Cambridge General Management Certificate of Achievement.



Dates

17-18 November 2011

8-9 March 2012

11-12 October 2012

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.

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com

"The programme provided me with a deeper understanding of the principles of HR architecture and systems. Also provided excellent insight into some of the key challenges faced by HR leaders."

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, although 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 mean 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 the 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.

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

Who should attend

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

Academic Programme Director

Dr Mark de Rond

DPhil (Univ. Oxford)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education Cambridge General Management Certificate of Achievement.



Dates

24-25 November 2011

29-30 March 2012

22-23 November 2012

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.

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com

"A lot of new insights and tools, which I will use in my day-to-day activities. It took away doubt – makes me more confident that I can trust my intuition when it comes to team building."



Finance and Accounting Programmes

Our finance portfolio offers a comprehensive introduction to the major concepts of finance theory. The programmes give those aspiring to switch to finance positions, or those new to financial roles, the opportunity to gain confidence and competence in concepts underlying the decisions faced by corporate managers and investors. The programmes can be taken on their own or together as a consolidated series. On completion of the four new finance programmes, participants receive the **Cambridge Financial Management Certificate of Achievement**.



For more information on **Finance and Accounting Programmes** visit us online or use your QRcode reader app to read this QRcode with your smartphone and connect in seconds.

Finance and accounting for non-financial managers

Programme summary

This programme is designed for those who wish to learn the fundamentals of accounting, financial terminology and financial analysis techniques. It will help participants understand how these concepts are integrated into their organisation's strategies and performance. They will learn how to address and communicate financial and strategic problems more effectively, how to identify relevant financial information, and how to apply the 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.

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
- Financial strategies

- Cash flow
- Managerial information systems

Benefits

- Communicate more effectively with accounting and finance colleagues
- 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 one is being measured

Who should attend

This programme is essential for anyone, whatever their role within the organisation, who is seeking to understand the language of finance and accounting in order to improve confidence in managing budgets, understanding financial reports, measuring performance, and making more informed business decisions.

This can be a standalone programme, or act as an introduction for those inexperienced in finance and who want go on to complete the Cambridge Financial Management Certificate of Achievement.

Academic Programme Director Dr Richard Barker

BA (Univ. of Oxford), MPhil, PhD (Univ. of Cambridge)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education Cambridge General Management Certificate of Achievement.



Dates

1-2 December 2011

3-4 May 2012

13-14 December 2012

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.

How to register

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Tel: +44(0) 1223 746706
www.cambridgeexeced.com

"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."

Corporate investment

Programme summary

Corporate managers face two basic decisions: (1) How should the firm spend its money (i.e., investment decisions)? (2) How best should a firm obtain funds to make its investment decisions (i.e., financing decisions)?

This programme will focus on the first of those basic decisions: how should the firm make investment decisions? It will provide a framework to analyse all types of corporate investment decisions - both in short- (working capital) and long-term (capital budgeting). It will adopt a hands-on approach to modelling and understanding the value impact of projects, using a mixture of case studies and lectures. Though aimed primarily at commercial shareholder-value oriented commercial enterprises, the modelling skills will be of use in any environment that involves valuing the impact of a project.

It will benefit practitioners who want to build their existing skills in the use of financial models and does 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 (see page 29).

Topics

- Overview of company valuation techniques
- Overview of cost of capital calculations
- The statement of cash flows
- Financial ratio analysis
- Projecting seasonal funds needs: how seasonal patterns of activity affect a company's financial plan
- Project analysis in a complex setting
- Financial modelling

Benefits

- Evaluate performance using financial analysis
- Understand and model the value drivers for corporate investment

Who should attend

- Those with a minimum of three years of professional experience
- Early to mid-career professionals aspiring to a career switch to a finance role and wishing to understand more about finance
- Recent entrants to financial roles in the banking, alternative finance, wider finance, accounting or consultancy sectors
- Recent new role-holders of financial positions in industry or the public sector
- Those interested in considering further study in the finance area

Academic Programme Director

Professor Raghavendra Rau
MBA (IIM Bangalore), MSc, PhD (INSEAD)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge General Management Certificate of Achievement.

Participants who complete the four new Finance programmes will complete the Cambridge Financial Management Certificate of Achievement and are eligible to become associate members of the Cambridge Judge Business School global network of graduates and business-focused alumni, faculty and staff.



Dates

16-17 February 2012

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.

For participants completing the four finance programmes required to obtain the Cambridge Financial Management Certificate of Achievement, the overall fee is £6,000 (representing a saving of £800).

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com

Raising capital

Programme summary

Corporate managers face two basic decisions: (1) How should the firm spend its money (i.e., investment decisions)? (2) How best should a firm obtain funds to make its investment decisions (i.e., financing decisions)?

This programme will focus on the second of those basic decisions: how should a firm deal with its external investors? It examines how much debt to raise, the going public decision, the dividend decision, the mergers and acquisitions process and the leveraged buyout process. It will adopt a hands-on approach to understanding how to raise capital in financial markets, using a mixture of case studies and lectures. Though aimed primarily at commercial shareholder-value oriented commercial enterprises, the concepts will be of use in any environment that involves interacting with any of the external stakeholders in the firm, including the public, the government, analysts, or financial institutions.

It will benefit practitioners who want to build on their understanding of financing decisions and does 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 (see page 29).

Topics

- The weighted average cost of capital
- What to issue? Equity or debt?
- Managing corporate capital structure in practice
- Mergers and acquisitions: valuation of an acquisition target

- Going public: issuing an IPO
- The leveraged buy-out
- The dividend decision

Benefits

- Understand how financial markets view the firm's investments
- Understand how to interact with the firm's external stakeholders.

Who should attend

- Those with a minimum of three years of professional experience
- Early to mid-career professionals aspiring to a career switch to a finance role and wishing to understand more about finance
- Recent entrants to financial roles in the banking, alternative finance, wider finance, accounting or consultancy sectors
- Recent new role-holders of financial positions in industry or the public sector
- Those interested in considering further study in the finance area

Academic Programme Director

Professor Raghavendra Rau

MBA (IIM Bangalore), MSc, PhD (INSEAD)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge General Management Certificate of Achievement.

Participants who complete the four new Finance programmes will complete the Cambridge Financial Management Certificate of Achievement and are eligible to become associate members of the Cambridge Judge Business School global network of graduates and business-focused alumni, faculty and staff.



Dates

23-24 February 2012

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.

For participants completing the four finance programmes required to obtain the Cambridge Financial Management Certificate of Achievement, the overall fee is £6,000 (representing a saving of £800).

How to register

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Tel: +44(0) 1223 746706

www.cambridgeexeced.com

Portfolio management

Programme summary

Investors face two basic decisions: (1) How should they maximise the returns they make while taking on the least amount of risk? (2) Which of the numerous investment opportunities they are offered by firms, stocks, bonds, options, derivatives, etc., offers them the best combination of return and risk characteristics?

This programme will focus on these two questions: how should investors value the different financial instruments they are being offered by companies? What are the risk-return choices they have?

It will benefit practitioners who want to build their existing skills in valuing securities and does assume a very basic understanding of finance and accounting principles. It follows on very well from our introductory programme Finance and Accounting for Non-Financial Managers (see page 29), though this is not strictly necessary. It is particularly suited for analysts and portfolio managers at the beginning of their careers, who would like a short but comprehensive introduction to the valuation of different types of financial securities, such as stocks, bonds, retirement annuities, etc.

Topics

- Overview of arbitrage
- Stocks, bonds, and the term structure of interest rates
- Mutual funds
- Risk, return and the capital asset pricing model
- Other types of asset pricing models
- Market efficiency

Benefits

- Understand the characteristics of different types of financial instruments
- Understand how to value any type of financial instrument

Who should attend

- Those with a minimum of three years of professional experience
- Early to mid-career professionals aspiring to a career switch to a finance role and wishing to understand more about finance
- Recent entrants to financial roles in the banking, alternative finance, wider finance, accounting or consultancy sectors
- Recent new role-holders of financial positions in industry or the public sector
- Those interested in considering further study in the finance area

Academic Programme Director

Professor Raghavendra Rau
MBA (IIM Bangalore), MSc, PhD (INSEAD)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge General Management Certificate of Achievement.

Participants who complete the four new Finance programmes will complete the Cambridge Financial Management Certificate of Achievement and are eligible to become associate members of the Cambridge Judge Business School global network of graduates and business-focussed alumni, faculty and staff.



Dates

1-2 March 2012

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.

For participants completing the four finance programmes required to obtain the Cambridge Financial Management Certificate of Achievement, the overall fee is £6,000 (representing a saving of £800).

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com

Options, futures and other derivatives

Programme summary

Following on directly from our Portfolio Management programme (see page 32), this programme focuses on more complicated financial instruments such as options.

Options are fundamentally different from basic financial securities such as stocks and bonds. They give the holder the right but not the obligation to carry out a trade in the future. Obviously this trade will only be carried out if it is favourable to the option holder and unfavourable to the option seller. How should the seller price such an asset? This programme lays out the basic steps in valuing forwards, futures, options and other types of derivative assets, using the no-arbitrage principle as its basic approach.

It will benefit practitioners who want to build their existing skills in valuing securities and does assume basic understanding of financial assets.

It follows on very well from our programme Portfolio Management. It is particularly suited for analysts and portfolio managers towards the beginning of their careers, who would like a short but comprehensive introduction to the valuation of different types of complex financial securities.

Topics

- The no-arbitrage principle
- Forwards and futures
- Options
- The binomial model
- The Black-Scholes formula
- Real options

Benefits

- Understand the valuation of complex financial instruments

Who should attend

- Those with a minimum of three years of professional experience
- Early to mid-career professionals aspiring to a career switch to a finance role and wishing to understand more about finance
- Recent entrants to financial roles in the banking, alternative finance, wider finance, accounting or consultancy sectors
- Recent new role-holders of financial positions in industry or the public sector
- Those interested in considering further study in the finance area

Academic Programme Director

Professor Raghavendra Rau

MBA (IIM Bangalore), MSc, PhD (INSEAD)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge General Management Certificate of Achievement.

Participants who complete the four new Finance programmes will complete the Cambridge Financial Management Certificate of Achievement and are eligible to become associate members of the Cambridge Judge Business School global network of graduates and business-focused alumni, faculty and staff.



Dates

15-16 March 2012

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.

For participants completing the four finance programmes required to obtain the Cambridge Financial Management Certificate of Achievement, the overall fee is £6,000 (representing a saving of £800).

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com





Marketing Programmes

Our suite of marketing programmes deals with two fundamental areas: strategic market management and planning and managing customers for competitive advantage. Both programmes provide a deep insight into the latest theories and practices using a combination of case studies, workshops and faculty-driven sessions.



For more information on **Marketing Programmes** visit us online or use your QRcode reader app to read this QRcode with your smartphone and connect in seconds.

Strategic market management for leadership

Programme Summary

Businesses that are completely driven by the market consistently outperform their competitors in profitability. This programme exposes participants to the key concepts and ideas that are critical to building winning strategies that help garner market leadership. It aims to equip managers with fresh ideas and practical tools to help generate, deliver and capture customer value.

The programme is taught in a collaborative fashion through a combination of lectures, workshops and case study analysis and discussion. Speakers include Cambridge Judge Business School faculty and marketing experts from industry.

The programme deals with (1) the strategic planning process and analysis, (2) marketing strategy development, selection and communication, and (3) tactical and implementation issues.

Topics

- Foundations of effective market management
- Demystifying marketing: marketing as strategy, culture and tactics
- A balancing act: from customer value to financial value
- The strategic marketing planning process
- Strategic market analysis
- Developing marketing strategies for leadership
- Strategic issues in segmentation, targeting and positioning
- Building brilliant brands: three steps to successful brand management
- Trends, challenges and opportunities in marketing communications and digital

marketing

- Strategy implementation and organisational issues

Benefits

- Learn about best practices in marketing strategy
- Familiarise oneself with some of the latest concepts in marketing strategy
- Develop a broader and deeper marketing toolkit to develop and sustain a competitive advantage
- Understand how marketing activities create financial value and how to assess alternative marketing strategies
- Understand traditional and new ways to develop a marketing plan
- Learn the principles of segmentation, targeting and positioning
- Understand how to develop a brand strategically for maximum performance

Who should attend

This programme is targeted at those responsible for or contributing significantly to the development and implementation of market-focused strategies and initiatives, and also any entrepreneurs and executives wishing to broaden their strategic toolkit.

Academic Programme Director Dr Omar Merlo

BA, BComm (Hons), PhD (Univ. of Melbourne)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education Cambridge General Management Certificate of Achievement.

Dates

21-23 September 2011

19-21 September 2012

Duration

Three-day programme

Location

University of Cambridge, Cambridge, UK

Fee

The programme fee is £2,500 (exclusive of VAT). Fee includes instruction, materials, lunches, breaks, together with a dinner at a historic Cambridge college.

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com

Managing customers for competitive advantage

Programme Summary

The profitability of a firm increasingly depends on its ability to identify, grow and retain customers. Yet customer relationship management remains a poorly understood concept. This programme discusses how to manage customer acquisition and retention for maximum performance. It offers powerful insights and fresh ideas on how to manage customer relationships for profit, and how to create and maintain customer loyalty over time.

The first part of the programme is about laying the foundations for understanding customer behaviour, customer focus and loyalty. The second part focuses on the specific tools that can help build customer intimacy and turn customers into an army of loyalists who, through their word of mouth and referrals, can operate as a business's 'unpaid marketers'.

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

Topics

- Core ideas of high performance marketing
- The logic for customer loyalty
- Service quality as the foundation for loyalty
- Customer relationship management tools and consumer behaviour
- Loyalty strategies
- When things go wrong, service recovery and the potential opportunities it represents

Benefits

- Understand what drives customer value, and ultimately financial value
- Measure and strengthen your organisation's level of market orientation

- Improve your customer acquisition and customer retention strategies
- Learn how to identify and retain profitable customers
- Devise strategies that leverage key sources of customer profitability
- Understand strategies for building a growing and loyal customer base
- Build a model for effective customer relationship management
- Understand the key drivers of customer satisfaction
- Learn how customer characteristics affect customer management decisions

Who should attend

This programme is targeted at those who have the ability to initiate change in their organisations or business units, those responsible for or contributing significantly to the development and implementation of customer relationship initiatives, and also any executives wishing to broaden their strategic toolkit and looking for new and fresh ideas to improve profitability. It is also relevant to sales and customer service professionals, and to organisations operating both in a B2C and B2B context.

Academic Programme Director

Dr Omar Merlo

BA, BComm (Hons), PhD (Univ. of Melbourne)

Participants earn a certificate on completing the programme. This programme counts as one course for those completing the Cambridge Executive Education Cambridge General Management Certificate of Achievement.



Dates

14-15 June 2012

8-9 November 2012

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.

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com

"A comprehensive and structured approach to the subject."

"A highly stimulating and rewarding learning environment."



Programmes for Excellence in PSFs

These two professional service firm (PSF) leadership programmes are specifically designed for law firm partners and people involved in PSFs such as management consultants, accountants, lawyers, actuaries, engineers, architects, surveyors, physicians, public relations professionals, recruiters, etc. These two unique programmes focus on the challenging aspects of leading and managing practices – for example, how to strategically differentiate and grow practices, and how to nurture and develop associates.



For more information on **Programmes for Excellence in PSFs** visit us online or use your QRcode reader app to read this QRcode with your smartphone and connect in seconds.

The law firm partner as leader

Programme Summary

The competitive pressures on professional service 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 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, personal advice and development skills throughout Europe.

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

- Understand the practical significance of the elements in the integrated leadership model – setting direction, commitment and execution
- Understand the strategic implementation process
- Learn more about your role as a leader
- Develop an understanding of effective leadership and management of teams
- Increased confidence in your leadership ability and management skills
- Practical case studies to identify principles and reinforce the learning
- Gain practical concepts and frameworks
- Translate frameworks into day-to-day business responsibilities
- Build a network with other law firm partners from firms across Europe and elsewhere in the world

Who should attend

Law firm partners, particularly those in leadership and management positions such as managing partners, members of partnership boards and other firm-wide management committees, practice area heads, industry sector heads, and those in line to take up such positions and responsibilities.

Academic Programme Director Tim Bellis

Senior Advisor on Professional Services Firms



Dates

25–28 September 2011

20–23 May 2012

Duration

Four-day residential programme

Location

Møller Centre,
University of Cambridge,
Cambridge, UK

Fee

The programme fee is £3,200 (exclusive of VAT). Fee includes instruction, materials, accommodation and meals, together with a gala dinner at a historic Cambridge college.

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com

"I found the entire course thought provoking, informative and in depth."

The professional service firm leader: leading clients, people and work

Programme Summary

The challenges facing professional service firms (PSFs) including management consultants, accountants, lawyers, actuaries, engineers, architects, surveyors, physicians, public relations professionals, recruiters and others involved in professional practice of whatever kind, 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 experience in providing strategic, leadership, personal advice and development skills. The result is a blending of academic and practical based sessions to provide partners not only with an in-depth understanding of the concepts of PSF management and the partner role, but also with the skills to apply those concepts in their working lives.

While the final programme content will reflect the participants' needs, it will also cover the five main topics critical to the success of any PSF – strategy and differentiation, leadership, people management, client service and business development.

Topics

- Integrated leadership and the motivational dynamics of professionals
- PSF strategies: practice segmentation; aligning the firm's 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: the power of personal example; leadership and change
- Leading and sustaining change in the firm: what really effective firms do to stay at the top

Benefits

- Understand the practical significance of the elements in the integrated leadership model – setting direction, commitment and execution
- Understand the strategic implementation process
- Learn more about your own role as a leader
- Develop an understanding of effective leadership and management of teams
- Increased confidence in your leadership ability and management skills
- Practical case studies to identify principles and reinforce the learning
- Gain practical concepts and frameworks
- Translate frameworks into day-to-day business responsibilities
- Build a network with other professional service firm leaders from firms across the world

Who should attend

Professional Service Firm (PSF) leaders, directors and principals, positions such as managing partners, members of partnership boards and other firm-wide management committees, practice area heads, industry sector heads, and those in line to take up such positions and responsibilities.

Academic Programme Director

Tim Bellis

Senior Advisor on Professional Services Firms



Dates

4-8 December 2011

2-6 December 2012

Duration

Five-day residential 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 meals, together with a gala dinner at a historic Cambridge college.

How to register

Email: execed@jbs.cam.ac.uk
Tel: +44(0) 1223 746706
www.cambridgeexeced.com

"Tim (the Academic Programme Director) has a wonderful engaging and unassuming approach that perfectly fits with a team of high achievers willing to learn."



Custom programmes

Summary

Customised programmes are an opportunity for client organisations to provide tailor-made learning experiences for their employees. Our expertise is in crafting custom programmes in collaboration with our clients.

Programmes designed and delivered by Cambridge Executive Education are developed based on our learning methodology and delivered in distinctly different ways: *we inspire, engage and enable* key talent for greater performance and insight into business and leadership issues.

We look at our clients as partners in co-developing programmes that will achieve their strategic objectives. A strong focus is on experiential learning to ensure that knowledge, skills and abilities acquired on the programmes can be readily applied in the workplace.

We have successfully worked with a broad range of private and public sector, as well as international organisations such as Agricultural Bank of China, ARM Holdings,

ALDAR, Allen & Overy, Barclays, BT, Ernst & Young, Essex County Council, Fujitsu, the Government of Abu Dhabi, IBM, Investcorp, Laing O'Rourke, Lloyds TSB, Shell, Standard Chartered Bank, Ofcom, UNDP and many others, including the following sectors:

- Finance and banking
- Public sector
- High-tech and telecommunications
- Professional service firms

We have designed and delivered programmes that improve a wide range of capabilities, including: leadership development, strategic decision-making, innovation and entrepreneurship, human capital management, risk management, operational excellence and supply chain management, policy best practice, marketing management, healthcare and women in leadership.

Contact our custom team to discuss the learning needs of your organisation and learn how a custom designed programme could be the solution.



Custom programme enquiries

To discuss your custom requirements, please contact:
Stacey Clifford,
Business Development Manager
Tel: +44 (0)1223 339605
Tel: +44 (0)1223 746681
Email:
customexeced@jbs.cam.ac.uk
www.cambridgeexeced.com

“The courses (designed and developed by Cambridge Executive Education) have given new perspectives to our senior people and we have seen a new understanding develop of the skills needed to manage and lead the business more effectively.”

David Morley, Managing Partner,
Allen & Overy

Open enrolment programmes to support organisations in their talent development

Summary

For organisations placing strong emphasis on investment in their high potential management and leadership development programmes, Cambridge Executive Education, as a subsidiary of the University of Cambridge, has the capabilities and expertise to work in partnership with organisations to ensure continued performance success.

Cambridge Executive Education has proven experience in setting up close partnerships with organisations from a wide variety of sectors to support and add value to the learning and development of their key people.

The two-week Cambridge General Management Programme (GMP), the short programme portfolio and the three-week Cambridge Advanced Leadership Programme (ALP) have added significant value to many global organisations' own leadership development programmes.

Sending key personnel on a regular basis to the vibrant and unique learning environment in Cambridge can provide a perfectly inspiring and high-level complement to internal interventions. Learning from leading faculty from Cambridge Judge Business School and the wider university can prove to be a highly motivational and memorable experience for important high-performing employees who need to be retained as key assets within an organisation.

Global organisations from the retail, logistics, technology, publishing, pharmaceutical, finance and many other sectors have benefited from sending their talent on an ongoing basis to learn not only from the teaching of faculty, but by being amongst some of the brightest executives from around the world.

Cambridge Executive Education enjoys an open dialogue and exchange with Learning and Development teams within organisations to ensure their employees achieve the maximum from their executive education.

Corporate Programmes

Delivered in-company for a group of employees wishing to develop specific skills and to tap into an existing Cambridge Executive Education open programme from amongst the two-day portfolio.

Such a format has proven attractive to companies with functional specialists with similar development needs. We have also delivered our existing two-day programmes to company groups wishing to be taught here in Cambridge.

Contact Cathy Butler to discuss partnerships and company group options on the Cambridge Open Enrolment Programmes.



Enquiries

To learn more about our open and corporate programmes, please contact the Director of Corporate Relations:
Cathy Butler
Tel: +44 (0)1223 339644
Email: c.butler@jbs.cam.ac.uk
www.cambridgeexeced.com



About Cambridge Judge Business School

Founded in 1990, Cambridge Judge Business School is part of the Faculty of Business and Management at the University of Cambridge. In 1991, sponsorship from Sir Paul and Lady Judge provided the funds that enabled the construction of the School.

The reputation of the School has grown rapidly and now, in its 23rd year, it is internationally celebrated as a provider of stimulating management education, with a particular emphasis on entrepreneurship and innovation management.

With a world-class faculty of over 50 members and a philosophy of collaboration, Cambridge Judge Business School is a place where people from many disciplines, industries and countries meet and exchange ideas.

The School also benefits from its position at the heart of the so-called Silicon Fen, or Cambridge Cluster. This vibrant entrepreneurial community is home to a multitude of high-tech companies and the School benefits from this proximity by drawing on experienced business founders who can act as role models to aspiring entrepreneurs and leaders.

Cambridge Executive Education (Judge Business School Executive Education Ltd)

Cambridge Executive Education programmes are designed for organisations, business professionals, managers, leaders and executives from many different functions who strive for professional and personal growth.

MBA

The Cambridge MBA is a 12-month general management programme, ranked amongst the best in the world. It allows high levels of customisation through an extensive choice of electives, consulting projects and concentrations, and emphasises practical business experience through real-life consulting projects with international businesses.

Executive MBA

The Cambridge Executive MBA is a stimulating and practical 20-month programme, designed for senior managers who want to continue working while earning a Cambridge MBA degree. It builds on the strengths of our full-time programme, and offers a rigorous general management training with a range of customisable elements.

Master of Finance

The Master of Finance is an academically rigorous and commercially relevant one-year degree programme. It enables finance professionals to consolidate their existing experience and develop their future career in finance.

Vocational Masters

Cambridge Judge Business School offers MPhil programmes in the areas of Finance, Innovation, Strategy and Organisation, Management, Management Science and Operations and Technology Policy.

PhD

The two-year PhD programme at Cambridge Judge Business School is designed to prepare students for an academic career in the leading business schools. As a PhD student at the School you will belong to a university that offers an outstanding research infrastructure, including one of the world's greatest libraries and a college system which encourages the cross-fertilisation and free exchange of ideas with students and faculty from other disciplines.

Postgraduate Diploma in Entrepreneurship

The Postgraduate Diploma in Entrepreneurship is a part-time programme offered by Cambridge Judge Business School which enables entrepreneurial individuals to benefit from world-renowned teaching and research offered by the University of Cambridge. At the same time, these individuals are actively supported in the pursuit of a business venture whether this is a technology, creative or social enterprise.

Research Centres

Cambridge Judge Business School has a number of centres which are founded on strong interdisciplinary research linking networks of people from across the School, the wider University and the business community.

Further information

Where is Cambridge Judge Business School?

Cambridge Judge Business School is located in the heart of Cambridge and 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.

Judge Business School Executive Education Ltd

Judge Business School Executive Education Ltd (JBSEEL) is a wholly-owned subsidiary of the University of Cambridge. JBSEEL is the limited company designing, developing and delivering Executive Education from Cambridge Judge Business School at the University of Cambridge.

Cancellation policy

All cancellations must be made in writing and received no less than 30 days before the programme starts to avoid a cancellation fee. Cancellations between 22 and 30 days prior to the start of a course will incur a 50% cancellation fee. Cancellations received 21 days or less before the programme commencement will not receive a refund.

Contact us to see full terms and conditions.

Preferential rates

Preferential rates are available to our Alumni network and University of Cambridge members. Please contact us to find out more.

The building and facilities

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

Cambridge 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 at the University of Cambridge, located within walking distance of the Cambridge Judge Business School, including the Pitt Building, The Møller Centre and other venues.

Accommodation

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

If you require assistance with accommodation please contact us and let us know your requirements.

Contact

To request more information or to discuss a programme in more detail, please contact our Director of Open Programmes, Allison Wheeler-Héau on +44(0)1223 765855 or via a.wheeler-heau@jbs.cam.ac.uk.

Alternatively, please complete the online registration form on our website at www.cambridgeexeced.com

Mailing address:

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

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UNIVERSITY OF
CAMBRIDGE
Judge Business School

ExecutiveEducation

Cambridge in brief...

- **University of Cambridge** – over 75 Nobel Prize winners; 22,000 students; internationally renowned for excellence in teaching and research; ranked number one university in the world for two years in a row (2010 and 2011 QS World University Rankings)
- **Cambridge Judge Business School, University of Cambridge** – MBA programme ranked amongst the best in the world; thriving PhD programme; custom and open executive education programmes delivered by the University of Cambridge 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 Cambridge 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