

Executive Education

PROGRAMME CALENDAR
2023/24



London
Business
School

Empower you and your organisation to go further

Contents

A hub for learning	4	Certificate in Finance	26
Meet your business challenges	6	Finance programmes	27
Certificate in Management	9	Open Programmes delivered in Dubai	34
General Management programmes	10	Online courses	36
Leadership programmes	12	Global perspective, London advantage	40
Human Resources programme	18	Empowering organisations through learning	42
Digital Transformation and Innovation programmes	20	Executive Education 2023 calendar	44
Marketing Programmes	22		
Strategy programmes	24		

Perform at your best

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

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

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

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



A hub for learning

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

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

Executive Education in numbers

10,000+

annual participants

on our Executive Education programmes

1,200+

companies

using our Open Enrolment programmes to drive their talent strategy

100+

faculty

from more than 31 countries

#5

in the world

by the combined Executive Education *Financial Times* 2023 ranking



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

Christian Drobnyk (American), SVP Programming Strategy and Acquisitions, Lifetime Television



Meet your business challenges

Select the best learning solutions for your individual and organisational needs.

For more information, please contact the Programme Consultant Team. Email: execinfo@london.edu Tel: **+44 (0)20 7000 7390**

PROGRAMME	EARLY CAREER	MID-CAREER	SENIOR CAREER	BOARD LEVEL
General Management				
Accelerated Development Programme				
Senior Executive Programme				
Leadership				
High Performance People Skills for Leaders				
Leading Businesses into the Future				
Leading Change for Organisational Transformation				
Leading Teams for Emerging Leaders				
Next-Level Leadership				
Women in Leadership				
Strategy				
Developing Strategy for Value Creation				
Executing Strategy for Results				
Mergers and Acquisitions				
Human Resources				
Human Resource Strategy in Transforming Organisations				
Digital Transformation and Innovation				
Data Science for Business Intelligence				
Exploiting Disruption in a Digital World				
Next Generation Digital Strategy				
Marketing				
Strategic Branding: From Behavioural Insights				

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

PROGRAMME	EARLY CAREER	MID-CAREER	SENIOR CAREER	BOARD LEVEL
Finance				
Accounting and Financial Analysis				
Financing the Entrepreneurial Business				
Finance for Non-Finance Executives				
Financial Strategies for Value Creation				
Masterclass in Private Equity				
Private Equity Negotiations				
Project and Infrastructure Finance				
Strategic Investment Management				
Valuation				
Online				
Innovation Through Design Thinking				
Leading Digital Transformation				
Mastering Digital Marketing				
Negotiating and Influencing Skills for Leaders				
Sustainability Leadership and Corporate Responsibility				
The Business of AI				
The Entrepreneurial Edge				
Women in Business				



Certificate in Management

Enhance your leadership approach and hone your business skills.

Curate your own curriculum and experience a blend of online and in-person learning.

How you learn

Choose one programme from each of the following topics:

- Leadership
- Strategy
- Finance

Further curate your experience by selecting a fourth option from any of the programmes listed. The programme requires two of the four programmes to be completed on campus; the remaining two can be completed either in-person or online.

How you benefit

Curated

With more than 35 online and face-to-face programmes to choose from, and a dedicated executive coach to support you on your learning journey, our Certificate in Management offers a truly curated learning experience.

Supported

Consult with us to assess where you are in your career – and where you want to go. Reflect on and reinforce your learning with expert support from our executive coaches.

Connected

Join an elite, international network from diverse industries in a financial and cultural hub. Learn from thought leaders including faculty from more than 31 countries and join our 17,000 strong global community of Executive Education alumni.



What does it cost?

The total cost of your Certificate in Management will depend on the individual programmes you choose. After co-creating your curriculum with a programme consultant, you will pay £1,500 up front to secure your place on the Certificate in Management. Eight weeks before each programme start date, you will receive the invoice for that programme.

For your fourth and final programme, we will subtract £1,500 from your final invoice to offset against your original joining fee. In the unlikely event that you decide not to complete your Certificate in Management by attending all four programmes in your curriculum, the £1,500 joining fee will be non-refundable.

If you have recently completed one of our short courses and would like this to count towards your Certificate, please get in touch with us at cim@london.edu.

For more information on fees please visit our [FAQs](#).

Get in touch today to begin curating your own curriculum

Visit: london.edu/cim

Email: cim@london.edu

Tel: +44 (0)20 7000 7390

General Management programmes

Take your career to the next level.

Our world-class general management courses give you the platform to improve your effectiveness and reach the next stage in your career.

Accelerated Development Programme

Accelerate your transition from operational manager to confident, credible and courageous business leader. Shape your business strategy, learn to engage your people and deliver sustainable value for your stakeholders.

London Business School's longest running Executive programme, the Accelerate Development Programme (ADP) challenges you to redefine your leadership thinking.

Designed for driven executives seeking to unlock their full potential, ADP offers an immersive curriculum that harnesses the power of experiential learning, world-class faculty thought leadership, expert coaching, and unparalleled networking opportunities.

Over the course of this renowned programme, you'll develop essential leadership skills and hone your decision-making abilities, empowering you to create sustainable strategic value in today's ever-evolving global marketplace.

Who is the programme for?

The ADP supports and accelerates the successful transition of experienced managers into global business leaders. Participants will typically have, or will soon be taking responsibility for, strategic direction and leading people across your organisation to create, deliver and capture value. There is a minimum of five years proven management experience required.

- Senior managers in - or stepping up to – a General Management/Head of Business Unit with accountability for the outcomes of the organisation as a whole.
- Successful leaders with potential to take on more complex roles
- Entrepreneurs leading a fast-growing business that is stretching their current approach to leadership

- Leaders of strategic initiatives and change programmes who want a broader understanding corporate leadership
- Family business members stepping up to new business leadership or senior leadership roles.

Benefits for you

- Gain the skills and insight to transition your professional identity from functional expert/operational manager to successful business leader.
- Equip yourself with a better understanding of corporate leadership to deliver on your organisation's strategy.
- Master new ideas and behaviours in a safe space as you redefine and develop your skills. Gain your own understanding of authentic leadership and experiment through self-prototyping.
- Broaden your perspectives and unlock your thinking. Learn to navigate through shifting global trends and crises, adopting rigorous new approaches to general management and decision-making.
- Explore how lifestyle and wellbeing can enhance productivity and drive personal and business performance.
- Develop the confidence to build strong relationships. Discover how to achieve sustained organisational success through working with others.
- Engage in the ADP Identity Quest; a self-reflective journey to apply new concepts to your professional and personal brand. Leverage feedback

from others, including insights gained through 360 surveys, coaching, thought leadership and assessments to build your 12-week action plan for impact.

- Share your learning journey with a diverse group of global business leaders and build a professional network for life..

Benefits for your organisation

- Empower your people to step up and make the transition to successful strategic leadership. Build your pipeline of exceptional executive-level talent.
- Provide the skills your leaders need on their road for continued transformation. The programme enables them to unleash their full potential and become innovative in their thinking and leading future projects.
- Enable your future leaders to lead with impact and drive organisation's success through complexity, change and knowledge.
- Drive innovation in every aspect of your business through renewed knowledge and new global networks.
- Boost performance and effectiveness in an era of continuous change and virtual or hybrid teams.
- Empower your leaders to equip themselves with a better understanding of corporate leadership, allowing them to deliver on environmental and financial sustainability and drive organisational strategy.

Senior Executive Programme

Challenge your thinking and reignite your ambition with London Business School's flagship executive development programme.

Hone the skills needed to drive change, sustain competitive advantage and prepare for the future in an ever-evolving global landscape with our Senior Executive Programme. Unlock a new mindset, challenge your thinking and broaden your perspective through four weeks of intense, experiential learning – guided by our internationally renowned faculty. Working alongside a global peer group of exceptional business leaders, you will discover a dynamic forum where dialogue and debate will leave you stimulated and inspired.

Who is the programme for?

Designed for highly accomplished senior executives from around the world, with an average of 15 to 20 years' management experience, the programme attracts our most senior and experienced Executive Education cohort members, who will already have a record of achieving significant impact within their organisations.

- Senior executives from large organisations who are one or two levels from CEO
- Regional or country heads and business unit directors
- Executive committee members
- Senior civil servants and leaders of large not-for-profit organisations
- C-suite executives of small and mid-sized organisations.

Programme focus

Challenge yourself and sharpen your capabilities to achieve unrivalled results at the top tier of your organisation.

- Reflect on your leadership journey, hone your style and leverage your strengths to fuel the performance of your people
- Build the strategic mindset needed to capitalise on opportunities, improve innovation and drive competitive advantage
- Take a holistic approach to change. Examine your organisation's competitive environment, challenge management orthodoxies and influence corporate culture



- Elevate your impact at the top tier of your organisation, with the skills needed to manage stakeholders and maximise value.

Benefits for you

- Join a globally diverse peer group of exceptional senior leaders, to share experiences and broaden your perspectives
- Explore the ideas that drive leadership, strategy, change and impact, guided by world-class business thinkers, and bolstered with tried and tested insights from industry practitioners
- Elevate your impact through experiential learning designed to provoke ideas and challenge your assumptions
- Experience London as your classroom and immerse yourself in a dynamic global business hub
- Renew your confidence to thrive through uncertainty, cut through complexity and seize new opportunities for growth

- Upon completion, join LBS's global Executive Education alumni network consisting of over 17,000 executives spanning 150 countries.

Benefits for your organisation

- Prepare your organisation for the future of our ever-evolving global landscape, and enable growth, digital transformation and sustainability
- Invest in your top talent and secure the next generation of your senior leadership team
- Encourage experimentation and innovation across every part of your business
- Create positive social impact and superior financial results by transitioning to a more purpose-driven and sustainable model
- Reconceptualise critical global challenges as profitable and scalable growth opportunities.

Leadership programmes

Lead with insight and inspiration.

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

High Performance People Skills for Leaders

Develop strong relationships, enhance your emotional intelligence and learn to influence others as a leader across face-to-face, hybrid and virtual teams.

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

Who is the programme for?

Senior managers, professionals and executives for whom interaction with other people is a key element of their role. Particularly relevant for:

- CEOs, MDs and general managers
- Senior professionals
- Sales and business development professionals
- HR practitioners
- Lawyers.



“Nothing really prepares you for leading a company. The confidence I gained doing this programme, a year into my CEO role, was crucial.”

Sukwinder Bassi
CEO Africa GEMS Education



Programme focus

This is an intensive and individually focused exploration of business challenges, including managing upwards, team building, influencing and leading others. We look at:

- Self-knowledge
- Insight into others
- Interpersonal problem-solving.

Key benefits

- Learn how to develop strong, influential relationships with people from a variety of backgrounds, nationalities and professional functions.
- Empower and inspire your people to unlock their potential and build successful teams across different settings.
- Acquire critical coaching skills to share and receive feedback, helping your people to build on their strengths and improve their weaknesses.
- Become a truly authentic leader by focusing on what makes you unique.
- Gain skills and tactics to confidently confront poor performance and difficult people.
- Learn how to empower, delegate and influence others, even in situations where you have little authority.

Leading Businesses into the Future

Position your organisation to become iconic - today, tomorrow, and well into the future. Actively designed around your organisation's needs, this highly practical programme blends contextual leadership and contemporary approaches to help you manage the challenges that lie ahead. Lead confidently in an ambiguous and uncertain world and gain a new perspective on change.

Who is the programme for?

- C-suite executives of mid to large-sized organisations
- Senior leaders from all spheres of business
- Regional directors or country managers
- Heads of a function or business unit within an organisation
- Senior civil servants and leaders of not-for-profit organisations.

Programme focus

- Canvass your organisation's readiness to disrupt, adapt and change. This pre-programme organisational diagnostic informs your discussions and activities during the programme.
- Contextualise your learning through our unique DICE (Disrupt, Intrigue, Connect, Engage) model for leading intelligent organisations.
- Challenge yourself to excel as a leader with the skills required to succeed today: initiative, innovation, insight and collaboration.
- Benefit from in-depth coaching and evaluate and elevate your impact. Learn how to create an inspirational organisational culture which drives proactive resilience, motivates people to do meaningful work and steers your organisation to sustainable success.

Key benefits

- Immerse yourself in a dynamic learning environment that includes faculty lectures, experiential activities, case studies and provocative discussion, and six bespoke, 1-2-1 coaching sessions.
- Use your comprehensive organisational survey to discover your organisation's readiness to meet today's challenges.
- Learn from and connect with other senior executives, building lasting networks across a wide range of industries and countries.
- Work closely with your personal expert coach, developing a detailed action plan to implement back in the workplace, affecting change and securing your organisation's future.

“The programme gave me a chance to basically destroy the preconceptions that I had about my organisation, and validate many of the actions we have put in place”.

Samantha Lamberti, Head Of Consulting, Nielsen Sports

Leading Change for Organisational Transformation

Are you a senior manager looking to harness disruption and transform your organisation? Future-proof your career and become a more innovative leader by reframing change as an opportunity for growth. Draw from in-depth sessions with our world-class faculty, immersive experiences and storytelling to create lasting impact.

Who is the programme for?

The programme is designed for individual senior managers, but organisations can multiply the benefits by sending a team. Teams that join together will be able to add value by jointly applying their learnings to drive real change. Attendees include:

- Designers or leaders of change
- Directors of business units/functions
- Managers of business units/functions
- Project managers
- Human resources managers

Programme focus

- Learn alongside your team to focus your learnings on a real life change challenge
- Complete The Reflected Best Self Exercise™, to understand how you can maximise your positive impact on others and what you as an individual bring to your team
- Develop the skills to solve your change challenge and drive a lasting culture of transformation within your organisation
- Disrupt your thinking and learn how to continually grow and transform your organisation
- Learn how to get the best performance out of your people, even during periods of disruption.

Key benefits

- Enjoy world-class faculty-led sessions and highly original experiential activities
- Gain tools that will help you adapt to changes in your business and enable future growth
- Gain a global perspective from a diverse class of professionals from a broad range of industries
- Return to your organisation with the confidence to reassure others about upcoming change
- Continue your learning with a post-programme facilitator-led webinar to check your progress and identify any areas for further development.

Leading Teams for Emerging Leaders

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

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

Enter a learning laboratory where group work, rich class discussions, coaching, simulations, as well as a guest speaker form a highly interactive and experiential learning environment.

Who is the programme for?

High-potential individuals in, or about to take on, their first management role. You may have some decision-making responsibilities, but limited people management experience. You'll have three to 10 years' working experience, but fewer than five years of management experience.



Programme focus

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

Key benefits

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



“The continuous learning after LBS is possible because we were given frameworks that enabled us to improve, not only while at LBS, but for the rest of our careers.”

Anthony Arnold (Dutch), Sales and Capabilities Specialist, Heineken

“This is the perfect programme for people at that point in their career when they’re about to transition from contributor, to leader.”

David Feuga Regional Director - Middle East & Africa, ITW GSE, Participant on the Leading Teams for Emerging Leaders Programme





Next-Level Leadership

Explore the three key pillars of leadership and become an effective leader with the skills required to move from an operational to a strategic role.

Discover who you really are by finding your unique path to becoming a great leader by leveraging your authentic self. You'll learn how to forge meaningful connections and how to leverage them through times of great physical and digital disruption. Finally, you'll become a master of behavioral change, building the knowledge to lead change in your organisation and make it work for you.

Who is the programme for?

- Senior managers with an average of 10 years of work experience, including at least five years in a management role.
- Leaders who are moving from an operational to a strategic role.

Programme focus

Reappraise your leadership style and identify the unique strengths that enable you to confidently go further as a leader. The programme focuses on three key pillars:

- Knowing yourself
- Creating connections
- Leading change.

Key benefits

- Discover your true identity as a leader and make the transition from people manager to confident champion of change
- Explore informative feedback from colleagues on your leadership style through a 360 review and experience a powerful personal development tool revealing how to showcase your best self in every situation
- Benefit from individual and group coaching sessions to help you adapt what you've learnt to your personal leadership needs
- Become a coach, not a boss: learn effective conflict management to build high-performing teams
- Acquire new perspectives informed by a world-class peer group and from internationally renowned faculty as they showcase the power of personal identity for leaders.



Women in Leadership

The Women in Leadership programme is designed to deliver real impact for outstanding female leaders at a significant inflection point in their career. We equip you with the mindset, network and leadership skills to step up to a top-level role, and maximise your personal and professional impact.

Join a cohort of women leaders on a transformative journey that incorporates unique elements such as our collaboration with your line manager or sponsor. Through teamwork, coaching, experiential learning and access to some of the finest minds in leadership development, you build a personalised action plan together with the tools and support network to deliver meaningful impact in your organisation.

Who is the programme for?

Participants include women executives who are:

- Managers with 10 or more years of management experience
- About to make a leadership transition or at an inflection point in their careers
- Executives and functional managers looking to attain greater influence.

Programme focus

The programme equips you with the mindset, tools, frameworks and network to transition to a bigger leadership role. It covers:

- Articulating a compelling vision
- Influencing others
- Leading with impact
- Managing challenging conversations
- Leading change
- Developing your leadership style
- 360° assessment and group and individual coaching
- Building and nurturing close-knit relationships with peers
- Action planning.

Programme benefits

- Gain strategic communication skills to articulate your vision, and lead challenging conversations and situations
- Acquire critical self-reflective skills as you explore your own leadership style, experiment with new approaches, and grow your capacity for self-transformation
- Build an expanded leadership toolkit based on cutting-edge research and best practices
- Gain the mindset, confidence and capabilities to lead change in uncertainty and transform your organisation's culture
- Create a personal and actionable plan detailing what to do differently when you return to work, and how to engage effectively with line managers and sponsors
- Grow your network of peers and create a stronger support community as you progress professionally
- Offer your sponsor or line manager the opportunity to meet sponsors from other organisations across the globe.



“The Women in Leadership programme gave me an opportunity to talk about my aspirations openly.”

Sangha Chakravarty, Head of Business Change UK at Sunrise Senior Living & Gracewell Healthcare

Human Resources programme

Maximise talent to optimise performance.

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

Human Resource Strategy in Transforming Organisations

Strengthen your ability to leverage culture, drive integration and boost morale. By focusing on people, this highly interactive workshop-style programme enables you to effect change within your organisation and realise your strategic vision.

Inspirational world-class faculty ensure that this experience delivers a clear agenda on how an effective HR division can support and enhance an organisation's business performance.

Who is the programme for?

For senior professionals across the organisation, including:

- HR directors
- Specialist HR advisors
- Leaders of change programmes
- Chief learning officers
- Business unit heads.

Programme focus

- Creating a vision for your organisation using a 'Living Strategy'
- How to develop a highly motivated and innovative company
- The role culture and values play in building and supporting an organisation and its employees
- How to maximise human resources using employee choice
- Implementing an integrated HR strategy to manage change successfully.

Key benefits

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



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

Sarita Godber (British), Director of HR and Organisational Development, St George's, University of London



Digital Transformation and Innovation programmes

Unlock innovation and reshape the future of your organisation.

Rapid change, technological disruption, unexpected competition. Join us to explore how you can turn threats into opportunities. Our courses expose you to original thinking, tools and mindsets that equip you to meet emerging challenges.

Data Science for Business Intelligence

In the age of data and digital transformation, many businesses today are sitting on a vast amount of untapped data, unable to unlock its vast potential. Being able to extract value from data is what sets the world's most successful companies apart from the rest.

On this programme you will bring your strategic business challenges which will form the bedrock of your learning. Learn how to make proactive and evidence-based business decisions – based on data insights – and gain a stand-out set of advanced data science tools to transform your organisation.

Who is the programme for?

- Managers of teams working to turn data sources into actionable insights
- Individuals from both a STEM background and those from non-quantitative backgrounds working in data-rich fields applying analytics and insights for business decisions.
- Middle-to-senior managers in sectors and industries, including operations management, finance, consumer products, healthcare, insurance, consulting or the civil service.

Programme focus

- Learn how to exploit the true potential of data to drive growth with new-found quantitative and qualitative skills built around four pillars: data visualisation, predictive modelling, classification, and clustering.
- Work on your own data science challenge from beginning to end, using world-class theory and searing insights to solve your specific problem.
- Find out how and why data holds such immense potential, and explore the ways you can harness its strength to drive value for your company.
- Use cutting-edge software to crunch data into intuitive and instructive insights to drive results immediately.

Key benefits

- Learn how to extract, explore and share data in a way that takes your data management to the next level
- Ensure you stay ahead of the data curve, finding relationships and providing insights in a unique and powerful way
- Gain a deeper understanding of different data science methods and learn how and when to apply them
- Make proactive and evidence-based business decisions instead of using trial-and-error to solve problems reactively
- Mine the mountain of data you generate daily to exceed your customers' expectations, identify new options and stay ahead of the competition.



Exploiting Disruption in a Digital World

Are you responsible for setting the strategic direction of your organisation? Maybe you aspire to infuse an entrepreneurial spirit deep within your organisation to prepare it for future disruption? Whatever your agenda, explore how to not only defend against but also exploit the dramatic changes triggered by the digital revolution and the arrival of radical new technologies and business models.

Who is the programme for?

This programme is for senior executives with at least 10 years of senior leadership experience, who are responsible for the strategic direction of their organisation, leading its digital transformation, or preparing it for the future.

- Senior executives and leaders.
- Managing directors, regional directors and country managers.
- Heads of business units and functions.
- C-suite executives.
- Senior civil servants and leaders of not-for-profit organisations.

Programme focus

Develop strategies that will help you take advantage of tremendous demographic, social and institutional changes brought by an era of digital disruption. Learn how your company can compete against disruptive business models and capture the full potential of radical new technologies such as artificial intelligence, big data, virtual reality, internet of things and machine learning.

Key benefits

- Learn to exploit digital business models, big data, business ecosystems, platform strategies and more.
- Develop insights on how to disrupt the disruptors and how to transform your organisation. Develop your strategy of response and how to migrate from your current strategy to the new one.
- Sell your big idea. Learn how to win emotional commitment before embarking on major transformation.
- Join a hand-picked class of high-calibre, senior, market facing leaders from diverse industries.
- Expand each other's horizons and build a network of high-level global professionals.
- Learn from the experiences of guests speakers who have transformed their organisations.

Next Generation Digital Strategy

In the digital era, time never stands still. Today there is a fundamentally new paradigm for competition driven by digitisation – covering business ecosystems, AI and the metaverse – and it's vital that executives and investors understand this new world for their business to thrive. Yet few do. Are you ready to take the first step towards change?

Who is the programme for?

This programme is designed for senior executives with 5 or more years of professional experience who are seeking to develop strategic perspectives that will enable their organisation to thrive in the age of digital innovation. Attendees will include:

- CEOs of major business units of large corporates, who are seeking new ways for their organisations to compete in a digitalised world.
- Chief Strategy Officers, heads of innovation, heads of business development, heads of corporate development.
- Venture capital and private equity investment professionals who take an active role in the governance of their portfolio companies as Board members or observers.
- Founders seeking to identify opportunities for their new businesses and wanting to rethink business models to make the most of what technology has to offer.

Programme focus

- Learn how to understand, utilise and unlock the benefits of new digital ecosystems for competitive advantage in your own industry. Develop inspiring and practical strategies to succeed in the world of digitalisation, face-to-face with world-leading academics and practitioners.

Key benefits

- Go beyond the buzzwords to understand how digital platforms, ecosystems and AI are changing the way businesses compete.
- Become confident in evaluating digital opportunities for value creation.
- Form your own researched-based view on what this new paradigm for competition driven by digitalisation means.
- Put yourself in the shoes of the decision-makers in cutting-edge cases and hear the perspectives of leading experts in the field.
- Develop a personal plan that will be pressure-tested by a mentor.
- Understand organisational and governance levers that will enable winning in the world of digital platforms and ecosystems.

Marketing programmes

Drive and shape new markets.

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

Strategic Branding: From Behavioural Insights to Business Growth

How well do you understand your customers and your organisation? Is customer value at the heart of your brand promise? Does your brand drive business growth?

This programme challenges senior decision-makers to create value, both internally and externally, through evidence-based brand strategy. Leveraging cutting-edge research from the behavioural sciences, we equip you with a framework to structure a brand strategy and embed it in your business. With that knowledge, you'll have a clear idea of how to build and manage brands to drive profits and organic growth. You will also have the opportunity to put theory into practice by working on a real brand challenge with a London-based organisation in collaboration with the organisation's management, the faculty, and your classmates. The programme's structure and activities, both inside and outside the classroom, ensure you return to work ready to develop and implement a brand strategy that builds on behavioural insights and the strengths of your organisation, delivers on the needs of your customers, and drives business growth.

Who is the programme for?

- Senior functional managers
- General managers
- Entrepreneurs
- Marketing practitioners.

Programme focus

Strategic Branding provides you with the skills to gain and leverage behavioural insight about both customers and managers. The key aim of this knowledge is to enhance your ability to build and manage brands to drive profits and organic

growth. The programme will provide an underlying framework and tools to strengthen your brand. Using behavioural insight, you will gain a deeper understanding of both your organisation and your customers, and how branding decisions influence the creation of consumer and business value. You will acquire the techniques needed for developing a brand strategy, such as delineating a brand identity that builds on the strength of the organisation and resonates with valuable consumers, and learn how to successfully implement this strategy.

The programme blends theory with practice by combining the latest academic thinking with a highly practical learning environment. This includes a collaboration with a London-based organisation on a real brand challenge, guest lectures on 'hot' branding topics such as digital tools and social impact, group work, and case-led discussions and debates. This means you experience a wide range of truly global perspectives on building and managing successful brands.

Key benefits

Take time away from everyday business to get to the crux of the matter – building and managing your brand to drive profits and growth. You obtain real-world insights from industry leaders and company managers into their own experiences of the processes involved in building a successful brand. Learn practical tools and techniques and use them to craft a powerful brand, which can determine long-term business value. Adapt to any marketing challenge the industry throws at you, using a unique framework and new perspectives on building and managing brands. Overcome constant market pressures armed with the latest theory and feel confident to implement the strategies and structures. Build a strong brand and deliver it through the design of consumer experiences.



“Strategic Branding gave me time to think strategically about the challenges we face and how to solve them.”

Louise O'Shea, (British), Vice President, Global Brand Management, IHG Brand, Hotel Indigo and Service Design, IHG



Strategy programmes

The power to think, act and grow.

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

Developing Strategy for Value Creation

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

Who is the programme for?

- Leaders of dynamic companies
- General managers
- Strategy teams
- Senior functional managers
- Strategists from emerging and fast-growing economies.

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

Programme focus

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



“My strategic thinking has been revitalised and I have also been inspired to start a new venture within my company.”

Sabrina Malpede (Italian), Executive Director, ACT Blade Ltd

Key benefits

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



Executing Strategy for Results

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

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

Who is the programme for?

- CEOs and board members responsible for strategy execution
- Managers of a business unit, a key area within a unit or members of the unit management team
- Senior professionals managing projects across different business units
- Executives from all sectors, including the public, private and social enterprise sector.

Programme focus

- Shape a strategy to deliver results in a fast-changing, competitive market.
- Create a set of priorities to execute your strategy.
- Identify the different leaders within your organisation and build a feedback loop, from them to the top.
- Make the tough choices on where to deploy - and not deploy - your critical resources.
- Cultivate inclusive leadership and emotional engagement to harness the talents, perspectives and contributions of the people involved in your strategy.
- Ensure your employees can bridge the “knowing-doing” gap to deliver in alignment with your strategy.
- Create a culture of zero tolerance to organisational inertia and freedom from the fear of change.

Key benefits

- Access insights on strategy execution and apply your learnings to your specific business challenges.
- Develop the skills to lead in a volatile world with a practical understanding of the obstacles and opportunities you face.
- Hone your skills alongside a diverse peer-group and build the confidence to translate strategy into action.
- Improve your ability to lead strategy implementation to build resilience and agility into your organisation.
- Develop a customised execution plan to achieve your organisation's strategic objectives.
- Learn to navigate obstacles and seize opportunities to enhance your organisation's competitive advantage.

Mergers and Acquisitions

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

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

Who is the programme for?

Corporate executives who are involved in any stage of the M&A process, including:

- CEOs
- General managers
- Business development and marketing managers
- Strategic planners
- Lawyers
- Accountants
- HR directors
- M&A advisors.

Programme focus

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

Key benefits

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

Certificate in Finance

Build expertise in finance at a pace to suit you.

Flexibly tailor your knowledge to your career with our Certificate in Finance.

How you learn

Work with our consultants to create a personalised and immersive learning route: take four programmes over 24 months in the order that best suits your specific goals.

Select three programmes from our finance portfolio, and one other from finance, leadership or strategy.

The benefits

Adapt learning to your life

Consult with an expert to pinpoint your pressing needs and learning desires. Co-design a bespoke route to fit with your career objectives. Book up to three executive coaching one-to-ones – at the best time for you – before you kick-start the certificate, during and after your learning.

Best-in-class thinkers

Learn from globally-acclaimed academic leaders from more than 31 countries. Our faculty's cutting-edge research on burning topics and applicable lessons will help you stay ahead in your profession. Engage with our thought leaders at two up-close 'lunch and learns'.

Grow your network

Connect with four distinct cohorts on the programmes you choose. Access an elite, international network of professionals from diverse industries in a business and cultural hub, and join our global community of more than 17,000 Executive Education alumni.



What does it cost?

The total fee for all four programmes is £28,000*. If you have recently completed one or two open programme(s) and would like your studies to count towards a certificate, speak to us and we'll adjust the fees accordingly.

If you're ready to begin co-designing your learning route, get in touch now and an advisor will be in touch with more information.

Visit: london.edu/cif
Email: cif@london.edu
Tel: +44 (0)20 7000 7051

*Prices are subject to change. Please refer to the website for the latest information.

Finance programmes

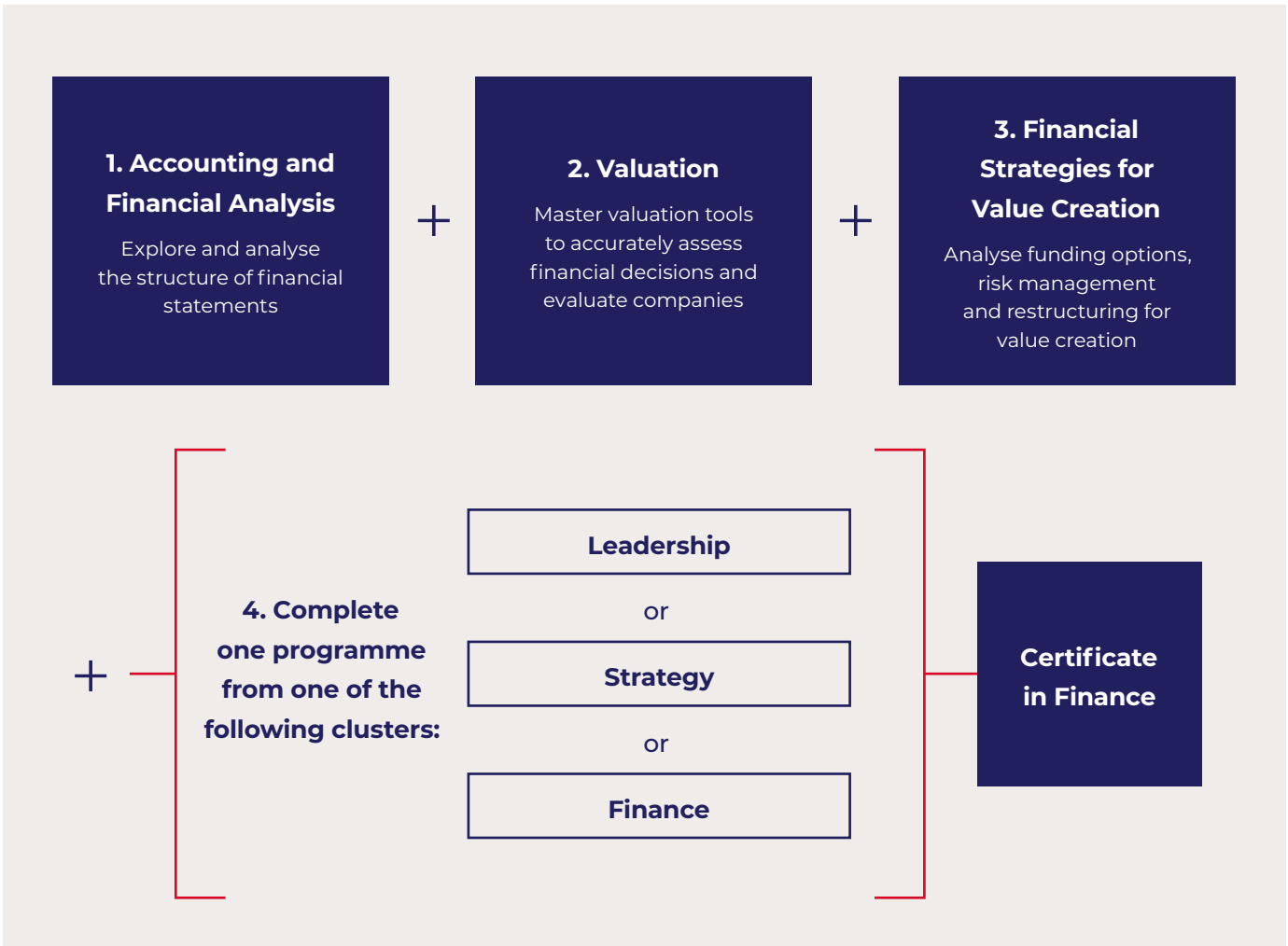
The power to analyse, evaluate and deliver results.

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

Corporate Finance programmes

Our sophisticated Corporate Finance curriculum is based on up-to-date industry case studies, and equips you with a wide range of corporate finance tools to apply to a variety of practical situations. The portfolio consists of three core programmes, each with a unique focus. We recommend you take the programmes in a sequence, beginning with Accounting and Financial Analysis, as each programme builds on learning from the previous. Master your corporate finance skills by completing our learning journey shown below, and complete one other programme from finance, leadership or the strategy cluster to obtain your Certificate in Finance.

Upon completing the Certificate in Finance you'll become a member of the Executive Education alumni community, with access to an international network of business professionals. The Corporate Finance programmes selected below show an example pathway to the Certificate in Finance. Find out more by visiting: london.edu/cf



Corporate Finance programmes

Accounting and Financial Analysis

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

This is a strong foundation for building knowledge of our two other Corporate Finance programmes: Valuation; and Financial Strategies for Value Creation.

Who is the programme for?

- General managers
- Mid-career and senior finance professionals
- Executives, consultants and analysts
- Business developers
- Lawyers and legal practitioners
- Financial planners and advisors
- Economists and business analysts
- Auditors and risk managers.

Programme focus

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

Key benefits

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

Valuation

Equip yourself with the most effective valuation tools so you can correctly appraise financial decisions and evaluate companies.

Learn to apply discounted cash flow analysis, cost of capital analysis, risk analysis and other tools, including multiples.

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

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

Who is the programme for?

- General managers
- Mid-career and senior finance professionals
- Executives, consultants and analysts
- Business developers
- Lawyers/legal practitioners
- Financial planners/advisors
- Economists and business analysts
- Auditors and risk managers.

Programme focus

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

Key benefits

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

Financial Strategies for Value Creation

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

NB. The programme assumes familiarity (through completing the Valuation programme or professional experience) with capital project appraisal decisions and valuation, the workings of the capital markets, and basic capital structures.

Who is the programme for?

- General managers
- Mid-career and senior finance professionals
- Executives, consultants and analysts
- Business developers
- Lawyers/legal practitioners
- Financial planners/advisors
- Economists and business analysts
- Auditors and risk managers.

Programme focus

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

Key benefits

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



“My ideas really started taking off after studying the Corporate Finance programmes at LBS. The short, intense and specific immersion makes you understand much more about the world around you.”

Andrea Gerosa (Italian), Founder ThinkYoung – Kefren, Entrepreneurship School and Board Member at Rentxpress

Financing the Entrepreneurial Business

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

Who is the programme for?

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

Programme focus

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

Key benefits

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



“I wanted to be financially literate. This programme taught me how to interpret financial statements and ask the right questions.”

Servane Bonnet Non Executive Board Member at GQS Capital LTD

Finance for Non-Finance Executives

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

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

Who is the programme for?

Senior managers with little or no prior financial knowledge, and those looking for a refresher. It is of particular relevance to:

- CEOs
- MDs
- General and senior managers from across business units.

Programme focus

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

Key benefits

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

Masterclass in Private Equity

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

Who is the programme for?

Those with a financial or operational background including:

- Private equity, fund and asset managers
- Hedge fund managers, private investors
- Regulators, compliance officers, accountants and lawyers, risk managers and actuaries
- Investor relations specialists and corporate financiers
- Investment consultants, family office representatives, private bankers and independent financial advisors
- Pension fund and endowment trustees.

Programme focus

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

Key benefits

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



“Hearing external perspectives from the speakers has helped me reach a new level of excellence through enhanced awareness.”

Lauren Spiegel (American), Senior Manager Strategy and Business Development, Edwards Lifesciences

Private Equity Negotiations

Knowing how to manage the deal process is essential for avoiding pitfalls that even seasoned business leaders often fall victim to. On our Private Equity Negotiations programme, you'll learn to recognise issues before they arise and gain insights into how to effectively navigate your way to success. This unique multidisciplinary programme brings together accounting and finance expertise with behavioural science to teach you how to avoid predictable errors and biases that can destroy value creation.

You will explore both the technical aspects and psychological drivers that will keep you on the front foot throughout the negotiation process. The programme emphasises the importance of strategic and systematic preparation, understanding the critical components of a deal's terms and conditions, learning how to manage emotionally charged negotiation situations to ensure against value destruction.

Who is this programme for?

This programme is designed to enhance the capabilities of mid-to-senior career level buyers, sellers, and advisors with approximately ten years of exposure to private capital markets.

Programme focus

- Explore how commercial terms and conditions impact ultimate deal success.
- Gain a deeper understanding into how investors' commercial and psychological drivers can affect negotiation outcomes.
- Learn to deal with complex and emotionally charged negotiations and develop the mindset that will increase long-term deal success for all involved parties.
- Unlock the power of systematic preparation and principled approaches when negotiating terms.
- Understand how to manage emotions and guide internal and external conversations to keep deals on track.
- Learn how to save deals jeopardised through less-than-optimal last-minute diligence findings.

Key benefits

- Become confident at examining the financial and economic terms and conditions of buyouts, growth and early-stage investments.
- Understand the wide range of components involved with seller earn-outs.
- Gain insight into the impact that management incentive plans have on private equity deals.
- Learn how to recognise risks and respond to pitfalls during the negotiating process, depending on stakeholders' goals, objectives and motivations.
- Build strategies that unearth valuable information during the negotiation process.
- Ensure you create and capture value at the bargaining table.
- Build trust with counterparties.

Project and Infrastructure Finance

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

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

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

Who is the programme for?

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

NB. You will have some familiarity with basic corporate finance and valuation concepts.

Programme focus

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

Key benefits

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

Strategic Investment Management

Managing money is at the heart of this five-day learning experience. Whether you are a portfolio manager looking to broaden your perspectives or a trustee seeking to better understand how your money is being managed, take a deep, expansive dive into the asset class universe.

With multiple expert views all in one place, we bring academic and industry leaders together to give you the full investment story. The course looks at macro-economic trends and the investment proposition of assets from fixed income and equities, to alternatives such as commodities, real estate and private equity. Reinforce what you learn with an investment management simulation exclusive to London Business School.

Who is the programme for?

- Private bankers/wealth managers
- Client relationship managers
- Pension fund and endowment trustees
- Board members and C-suite executives
- Insurance companies
- Independent financial advisors
- Family offices and high-net-worth individuals
- Consultants
- Legal counsel
- Risk managers
- Senior analysts
- Portfolio managers.

Programme focus

- Global economic influences and macro trends
- Fixed income and equity investments
- Alternative asset classes such as private equity, commodities and real estate
- Long-term versus short-term investing
- Credit risk management
- Strategic asset allocation
- Portfolio optimisation
- Benchmarking (passive and active investing)
- Providing investment rationale.

Key benefits

- Maximise your returns, minimise your risks and make shrewd decisions
- Experts – multiple faculty members renowned for their specialisms, as well as guest speakers working in the world of investment management today – guide you through the investment management process
- Reinforce what you learn through a group simulation designed exclusively for London Business School.



“The academic content, using the latest investment management research, acted as a crash course. Breaking down the formulae and models at the base of our work and being able to tie the theory back to our practice was really useful.”

Narassa Govender (South African),
Investments, Awethu Project



Open Programmes delivered in Dubai

Strategy, leadership and finance

Access our world-renowned faculty, immersive learning methods and breakthrough ideas in the heart of Dubai.



It's been 10 years since we embarked on our mission to help shape the Middle East's business landscape and develop its brightest talent. Now, Executive Education is increasing its commitment to the region by partnering with The Academy at the Dubai International Financial Centre (DIFC).

We are delivering three Executive Education programmes traditionally taught in London to the Middle East.



Executing strategy for results

In a turbulent business environment characterised by instability and change, many companies struggle to translate strategy into results. Underpinned by the latest strategic concepts, research findings and practical insights, senior executives and managers responsible for strategy implementation will develop a tailored execution plan for their organisation. Professor Dominic Houlder – an internationally recognised business expert – will help you to unravel the complexities of executing strategy across functions, geographies and dynamic markets. You will develop the skills to drive your strategy forward.

Leading Teams for Emerging Leaders

When moving into a leadership role for the first time or facing new responsibilities, you need the tools and frameworks to manage and motivate others to deliver results. Transform yourself into a leader who can inspire high-performing teams. Draw on high-impact learning – delivered by world leaders in management research – to hone your individual leadership approach and develop an action plan that can be implemented immediately in your organisation.

Next Level Leadership

Explore the three key pillars of leadership and become an effective leader with the skills required to move from an operational to a strategic role. Discover who you really are by finding your unique path to becoming a great leader by leveraging your authentic self. You'll learn how to forge meaningful connections and how to leverage them through times of great physical and digital disruption. Finally, you'll become a Master of Behavioral change, building the knowledge to lead change in your organisation and make it work for you.

Finance for Non-Finance Executives

An intensive programme specifically designed for senior managers from non-finance backgrounds who need to understand and evaluate financial information. The emphasis is on using financial information to deliver organisational value, rather than focusing on finance itself. You gain a comprehensive senior-level understanding of best practice in corporate financial management. The programme equips you with the skills and confidence to analyse and interpret financial information to make the right decisions.

Online courses

An immersive online learning experience

Join a digital classroom from anywhere in the world. Choose from short bursts of learning with live faculty interaction to self-paced study with Learning Manager support. Discover a digital solution that meets your individual or organisational needs.

The Business of AI

Light up the real business value of AI. Discover how you can create significant new value and solve your biggest business challenges by using AI technologies.

Who is the programme for?

- C-suite executives and senior leaders looking to grow their understanding of technology trends and the different applications of AI.
- Mid- to senior-level functional managers seeking to learn how AI can help improve performance within their functional area and have meaningful conversations with technology experts on outcome expectations.
- Product and technology managers who want to create and release an AI-based product, hire and train a team for AI product development and understand the business implications of using AI so they can propose new projects to senior management.

Programme focus

As a technology, Artificial Intelligence (AI) has sufficiently matured to the point where it can have a significant business impact on a global scale. The challenge now is how to make effective use of it. As an executive or business leader, it's not a question of how to build it, but how you can create real value from AI? In this programme, you will learn how to use this technology in ways to create real value for your organisation.

Key benefits

- Gain a solid understanding of the advantages and limitations of AI and machine learning (ML) in business settings to communicate effectively with stakeholders
- Increase your professional value and become an in-demand leader with the rare ability to connect this powerful technology to business value and results
- Explore real-life examples of how the global nature of the economy has allowed AI to connect businesses around the world and deliver value across diverse applications
- Determine how you can leverage AI and ML to create value for your business
- Develop your AI expertise through the process of creating, refining and presenting your AI implementation plan.

Innovation Through Design Thinking

Master the principals of design thinking to ignite, manage and sustain innovation in your team, department or business unit.

Who is the programme for?

- C-Suite and General Management Executives
- Mid-level Functional Managers
- Consultants
- Entrepreneurs, Owners and Founders

Programme focus

Harness the power of design thinking for your organisation and create your own innovation action plan with this online, fully tablet- and phone-compatible programme. Each firm fights its own battle, but for every innovation challenge, there is a solution. Tapping into design thinking techniques can help you drive change, understand your customers' needs, and generate creative, optimal outcomes. Join a set of eclectic and ambitious leaders from around the world in this powerful online learning programme, led by internationally acclaimed management thinker and LBS Professor Julian Birkinshaw.

Key benefits

- Discover why innovation is important to you and how design thinking can help you unlock your creativity.
- Define your own innovation challenge and solve it with design thinking principals.
- Move your concept forward by building the right strategy with stakeholder support.
- Use business experimentation and prototyping to turn your ideas into reality.

Leading Digital Transformation

Harness the digital era – develop the mindset senior executives need to successfully navigate the challenges digital transformations present.

Who is this programme for?

- Senior leadership and board members at traditional businesses or mid-level management providing consultancy
- People working for start-ups, centuries-old household names, or venture capital investment firms trying to give their acquisitions the best chance for success
- Employees at tech companies providing digital transformation services to incumbent businesses

Programme focus

The business world has never seen such rapid change. Thriving in this new environment means understanding that tried and tested techniques are no longer enough – you have to learn to adapt. But while digital transformation may be the phrase on everyone's lips, is your business ready to take the next step? On the Leading Digital Transformation programme, you'll learn how to face the strategic, organisational, and cultural challenges that come with futureproofing your business. Whether your company is a start-up or a billion-pound incumbent, this eight-week course will guide you through the lengthy process of digital transformation.

Key benefits

- Gain the confidence to advise and make informed judgements that will successfully lead your organisation through a digital transformation
- Develop effective leadership techniques that will help your team overcome resistance to change during periods of transition
- Understand the changes emerging technologies can bring to your industry, product and business model
- Discover how to take full advantage of your business' transformation through cross-functional collaboration with other teams
- Gain from the shared experience of world-class CEOs and business leaders who have spearheaded successful digital transformations
- Build credibility with a London Business School certificate of completion

Negotiating and Influencing Skills for Leaders

Sharpen your negotiating skills to confidently navigate the complex, high-stakes situations you find yourself in as a leader. Equip yourself for future success with the latest insights and evidence-based techniques from world-class faculty.

Discover your strengths and weaknesses as you immerse yourself in a range of increasingly challenging negotiation simulations. Hone your skills and benefit from a facilitated individualised learning experience. Tap into the diverse perspectives of your peers from all over the world through interactive group work.

Leave the programme as a highly-proficient negotiator – armed with the tools to influence and persuade your stakeholders, the skills to work collaboratively so both parties win, and techniques for effectively resolving conflict.

Who is the programme for?

Managers in decision-making roles, actively engaged in activities such as:

- Business development
- Sales
- Consulting
- Strategic marketing
- Dispute resolution and consensus building
- Entrepreneurship
- Finance
- Managing strategic alliances and business partnerships
- Purchasing/procurement.

Programme focus

- Gain a deeper understanding of your personal negotiation style and how to best play to your strengths in different contexts
- Improve your negotiation outcomes through practical exercises and exposure to proven tactics and strategies
- Personalise your learning through one-on-one coaching.

Key benefits

- Negotiate effectively with multiple opponents, issues and constraints
- Develop the skills to consistently negotiate successful outcomes
- Boost your ability to influence the other party's behaviour
- Effectively resolve and manage conflict
- Become confident in your negotiating and influencing power.

Find out more: london.edu/online

Sustainability Leadership and Corporate Responsibility

Unlock the insights to achieve positive business impact. Reconceptualise critical global challenges as sustainable growth opportunities for your business, and achieve unrivalled social impact.

Who is this programme for?

- Individuals seeking to develop their knowledge within sustainability, to provide a competitive advantage for their organisation and to accelerate their careers
- Managers with minimal experience in sustainability, who aim to take on responsibilities in this area to impact their organisation's future
- Senior board members aiming to quickly develop a solid foundation on the sustainability issues that are entering board-level discussions
- General, project and risk managers, alongside directors, vice presidents and investors from a variety of industries, with broad range of business experience and managerial responsibility.

Programme focus

The role and responsibility of business in society is being challenged. From growing income inequality to the devastation of the natural environment, businesses must show they're part of the solution, not the problem. As organisations face increasing pressure to address the environmental, social, governance and economic impacts of their operations, how can they balance this with conflicting shareholder and stakeholder demands? On London Business School's Sustainability Leadership and Corporate Responsibility online programme, you will learn to reconceptualise critical global challenges as sustainable growth opportunities for your business.

Key benefits

- Build the fundamental knowledge of sustainability, corporate responsibility and ESG needed to address your organisation's goals and challenges
- Explore the success of responsible organisations, and how to develop these innovative business models
- Understand the trade-offs from integrating sustainability into business practice, and how to generate profit through creative resolutions
- Develop practical frameworks to identify material stakeholders, and create strategy and disclosure practices to meet their conflicting, ever-increasing demands
- Examine the challenges of transitioning to a sustainable business model, and learn how to overcome them through identifying the key organisational levers that facilitate change
- Reflect on your role as leader and your ability to affect change, through growing social and environmental challenges
- Gain the confidence to influence other senior executives, and contribute to boardroom discussions on embedding sustainability in your corporate strategy
- Build credibility with a London Business School certificate of completion

Women in Business

Build the skills, mindset and network to take charge of your future and fast-track your career. Harness the insights of world-class faculty and a group of inspiring business women to step up to a bigger role with confidence.

Who is this programme for?

This programme is designed for high-performing women who are aspiring to or have recently gained management responsibilities, and who are looking to strengthen their leadership capabilities and accelerate their careers.

Programme focus

Even today, women are significantly underrepresented in the workplace. Not just at the top of organisations, but in the roles that lead them there. Progress has been slow, and in many mixed-gender executive programmes for high-potential professionals, women are still in the minority. On our Women in Business programme, you will build the skills, mindset and network to strengthen your leadership capabilities and advance in your career with confidence.

Key benefits

- Step up to a bigger leadership role
- Benefit from the guidance of a sponsor throughout your learning journey
- Master difficult conversations and develop the skills to persuade and influence others
- Build a global network of inspiring female leaders
- Understand what drives you and develop an authentic professional identity
- Develop the identity to steer your career in the direction you desire



London Business School is collaborating with Emeritus to deliver these programmes. Emeritus handles the registration process and will answer any questions you have about the programmes and whether they're right for you. More than 30,000 participants from over 150 countries have signed up to Emeritus' online programmes in the last year.



London Business School is collaborating with online education provider Pearson to deliver this programme. Pearson handles the registration process and will answer any questions you have about the programme, and whether it's right for you.

Mastering Digital Marketing: SEM, SEO, Social Media and Beyond

Make an immediate impact in your organisation with a unified and coherent cross-channel strategy that secures customer loyalty.

Who is this programme for?

- Experienced traditional marketers from corporate communications or non-digital backgrounds looking to learn the latest digital methods.
- Non-marketing leaders who seek a holistic view of the latest marketing trends and strategies.
- Early-career marketers who are digital natives and may have experience with some components of the marketing mix, but seek to build broader capabilities for career growth.
- Professionals from a non-marketing field making a horizontal move into marketing, such as product development, HR, operations, finance and customer service.

Programme focus

"Let's double down on our print, radio and TV ad spend..." said no one in the last five years. In reality, while most organisations are 'going digital', nearly 50% lack a defined strategy. And even fewer have created an omnichannel strategy that looks at how physical and digital marketing intersect. This online programme leads you through a 10-week journey into the critical topics for marketers and business leaders. You'll learn how to apply the latest thinking in modern marketing, and you will be equipped to build an effective omnichannel strategy for your organisation.

Key benefits

- Learn how to use the 3C Framework, as well as which success metrics to track across different marketing activities.
- Learn how to develop an omnichannel strategy to deliver higher customer loyalty rates – and put you ahead of your competition.
- Interact through live sessions with LBS faculty and marketing simulations.
- Contribute to discussion boards moderated by the learning facilitator and build your global peer network.
- Build credibility with a London Business School certificate of completion.

The Entrepreneurial Edge

Gain the entrepreneurial expertise to build your own business. Discover how to prepare and launch your venture and pitch to potential investors.

Who is this programme for?

- Aspiring business owners.
- Serial entrepreneurs wishing to enhance their techniques.
- Corporate executives looking to inject innovative, entrepreneurial thinking.
- Entrepreneurs and innovation leaders within corporations

Programme focus

Build, launch and grow your business by developing world-class entrepreneurial expertise. Learn from real-life case studies, and produce, rehearse and refine your pitch deck with the support of experienced mentors and dedicated peer support groups. You'll create the confidence and build the knowledge needed to prepare you to sell your concept to potential team members, partners, customers and investors.

Key benefits

- Leave the programme with everything you need to launch and grow your own successful business startup.
- Understand how to spot viable business opportunities and gauge market demand.
- Define a robust business model, plan and set of financial projections.
- Put together an effective and resilient early-stage management team.
- Build and execute a successful go-to-market strategy.
- Win customers and grow loyalty.
- Master the techniques of a successful pitch and how to negotiate investment.

Find out more: london.edu/online

Global perspective, London advantage

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

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

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

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

Five-star research

Apply the latest findings from our world-class research centres: the Institute of Innovation and Entrepreneurship, the Aditya Birla India Centre, the Centre for Corporate Governance, the Leadership Institute, the AQR Asset Management Institute, and Private Equity at LBS.

Publications

Stay ahead with the latest business thinking, insight and analysis from our global faculty in our thought leadership publication, *Think*. Visit london.edu/think

International events

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

Lifelong learning

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

Access the brightest global talent

Get a head start on the next generation of talented business leaders for your organisation. Across the world, our graduates and programme participants are contributing to the success of leading companies with the intellect, global perspective, passion, teamwork and leadership qualities we instil. Our Career Centre team is highly skilled at matching employers and employees, identifying your organisation's needs and working with you throughout the recruitment process.

Speaker events and global networking

After completing either the Accelerated Development or Senior Executive Programmes or 20 days of Executive Education Open Programmes, you'll receive lifelong membership of London Business School's Executive Education alumni community, affording you networking opportunities with senior executives around the world – an incredible business asset to call upon throughout your career. This community hosts events around the globe and frequently remain in contact via LBS Hub and social media forums such as LinkedIn.



Empowering organisations through learning

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

Our learning solutions directly address your business challenges and opportunities: from growth and performance, and managing change, to excelling in a shifting competitive landscape.

We start by researching your organisation so we understand your context and precisely where change will be most valuable. We design challenging learning journeys to stimulate innovative thinking and courageous behaviours. Our acclaimed faculty and guest speakers have the intellectual rigour and real-world experience to deliver groundbreaking insights and skills that propel your business culture to a new level. Our solutions broadly fit into three categories:

Custom programmes

Commission a completely tailored solution for your organisation that can be delivered worldwide and to multiple cohorts.

From initial diagnosis to tailoring and impact measurement, our learning and development teams work to design, develop and deliver solutions that meet the challenges of organisations in a continually changing global world.

We partner with you to deliver your organisation's long-term strategic objectives, whether you wish to improve strategy execution, accelerate management innovation, handle organisational change or prepare for growth.

Open programmes

Strategically match our open programmes to groups of employees across your organisation. With more than 30 options to choose from, invest in structured learning for individuals traversing different business units, roles or physical locations. When your leaders return to work with a shared experience, common language and fresh thinking frameworks, they multiply the business impact.

Global Business Consortium

Global Business Consortium (GBC) membership is for major international companies who are world leaders in their industry. The GBC is a shared learning experience that achieves in-depth insights by bringing together small groups of participants from a select number of different organisations. Participants benefit from exposure to a range of different sectors, cultures and new ways of working.

Executive Education in numbers

Our Executive Education customised solutions have been ranked

#1
for international
reach
by the *Financial Times* 2019

1,388
companies
worked with us in
2021/22



“Talent development is at the core of our business and we set out five years ago on a journey to develop a truly world-class professional development programme with LBS. I am proud to see the impact every day, both for the company and the people themselves. We’ve made people grow faster and in new directions, and create lasting impact.”

Johan Aurik, Global Managing Partner 2012-18, A. T. Kearney (a customised programme client)

The open programme experience

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

A collaborative partnership

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

Challenge

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

Solution

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

Results

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



“It turned out to be the best learning experience I ever had. By the end of it, I had a model for running the change and influence methods to present my ideas to Frank Jensen and convince him about a new company structure and middle management tier.”

Niels Lilleør, Senior Project Manager,
Vestas manufacturing A/S

To date, we have worked with more than 150,000 executives for companies including:

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Executive Education

2023/24 calendar

Face-to-face learning taking place on campus

Intermodular break/return to work ahead of the second module

Learning conducted online/virtually

Short live online - The Ignite Series

Self-paced flexible online learning

PROGRAMME	2023			
General Management	Aug	Sep	Oct	Nov
Accelerated Development Programme		24 Sept–6 Oct	Mod 1	Mod 2
Senior Executive Programme		Mod 1	11–22 Sep 30 Oct–10 Nov	Mod 2
Leadership	Aug	Sep	Oct	Nov
High Performance People Skills for Leaders			2–6 Oct	23–27 Oct
Leading Businesses into the Future				
Leading Change for Organisational Transformation				
Leading Teams for Emerging Leaders			8–13 Oct	
Next-Level Leadership				20–24 Nov
Women in Leadership				3–17 Nov
Human Resources	Aug	Sep	Oct	Nov
Human Resource Strategy in Transforming Organisations				13–17 Nov
Digital Transformation and Innovation	Aug	Sep	Oct	Nov
Data Science for Business Intelligence				
Exploiting Disruption in a Digital World				12–17 Nov
Next Generation Digital Strategy				
Marketing	Aug	Sep	Oct	Nov
Strategic Branding: From Behavioural Insights to Business Growth				
Strategy	Aug	Sep	Oct	Nov
Developing Strategy for Value Creation			15–20 Oct	
Executing Strategy for Results				5–10 Nov
Mergers and Acquisitions		18–22 Sep		
Finance	Aug	Sep	Oct	Nov
Accounting and Financial Analysis		4–8 Sep		
Financing the Entrepreneurial Business				
Financial Strategies for Value Creation				
Finance for Non-Finance Executives		3–8 Sep	8–13 Oct	
Masterclass in Private Equity			10–13 Oct	
Private Equity Negotiations				
Project and Infrastructure Finance				
Strategic Investment Management				20–24 Nov
Valuation				6–10 Nov

2024							
Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
10–15 Dec	Mod 3			Mod 1	21 Apr–3 May	Mod 2	7–12 Jul
		Mod 1	19 Feb–1 Mar	15–26 Apr	Mod 2	Mod 1	13–24 May
							8–18 Jul
							Mod 2
Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
			4–8 Mar		6–10 May	24–28 Jun	
						2–7 Jun	
			11–15 Mar				22–26 Jul
4–8 Dec		25 Feb–1 Mar				9–14 Jun	8–12 Jul
					6–10 May	1–5 Jul	29 Jul–2 Aug
					20–24 May		
Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
					20–24 May		
Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
27 Nov–1 Dec						3–7 Jun	
					12–17 May		
				22–26 Apr			
Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
		19–23 Feb					
Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
3–8 Dec			3–8 Mar		26–31 May	9–14 Jun	
26 Nov–1 Dec				28 Apr–3 May	26–31 May		14–19 Jul
		19–23 Feb				17–21 Jun	
Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
				15–19 Apr			
4–8 Dec							
10–15 Dec			3–8 Mar			2–7 Jun	
			19–22 Mar				
						5–7 Jun	
27 Nov–1 Dec						10–14 Jun	
						3–7 Jun	Continued

Executive Education

2023/24 calendar

PROGRAMME	2023			
Programmes delivered in Dubai	Aug	Sep	Oct	Nov
Executing Strategy for Results				
Leading Teams for Emerging Leaders				
Next-Level Leadership				27 Nov–1 Dec
Finance for Non-Finance Executives				
Online	Aug	Sep	Oct	Nov
Innovation Through Design Thinking			17 Oct–5 Dec	
Leading Digital Transformation			29 Sep–30 Nov	
Mastering Digital Marketing		◀6 Sep–22 Nov▶		◀15 Nov–31 Jan▶
Negotiating and Influencing Skills for Leaders			9–13 Oct	
Sustainability Leadership and Corporate Responsibility		30 Aug–18 Oct		1 Nov–20 Dec
The Business of AI			◀25 Sep–10 Dec▶	
The Entrepreneurial Edge	◀1 Aug– 24 Nov▶			◀21 Nov–15 Mar▶
Women in Business			2 Oct–16 Nov	

Face-to-face learning taking place on campus

Intermodular break/return to work ahead of the second module

Learning conducted online/virtually

Short live online - The Ignite Series

Self-paced flexible online learning

2024							
Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
		26–29 Feb					
				22–26 Apr			
				22–26 Apr			
Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
					28 May–16 Jul		
		26 Jan–28 Mar			31 May–1 Aug		
		◀24 Jan–10 Apr▶	◀27 Mar–12 Jun▶			◀5 Jun–21 Aug▶	
			18–22 Mar				
		7 Feb–27 Mar			8 May–26 Jun		
		◀12 Feb–28 Apr▶			◀13 May–28 Jul▶		

Programme dates are subject to change, please refer to the website for the latest dates and fees.

London Business School

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