

POLITICAL SKILLS AND ACUMEN DEVELOPMENT



Short Courses

This second document presents short skill-building courses and programmes on political studies and development which take between a week to several months to complete. They are organized geographically by region.

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POLITICAL SKILLS AND ACUMEN DEVELOPMENT

AFRICA

AFRICAN CENTER FOR THE CONSTRUCTIVE RESOLUTION OF DISPUTES (ACCORD), DURBAN, SOUTH AFRICA

Overview

The African Centre for the Constructive Resolution of Disputes (ACCORD) is a South African-based civil society organization working throughout Africa to bring creative African solutions to the challenges posed by conflict on the continent. ACCORD's primary aim is to influence political developments by bringing conflict resolution, dialogue and institutional development to the forefront as an alternative to armed violence and protracted conflict. ACCORD specializes in conflict management, analysis and prevention and intervenes in conflicts through mediation, negotiation, training, research, and conflict analysis.

ACCORD works from SADC in the south, through the Great Lakes region to the Horn of Africa and in West Africa. Since 1992, ACCORD has trained over 15,000 people in conflict management and conflict resolution skills, focusing on all sectors: government and the public service, business, military and police, and civil society. ACCORD is part of the growing momentum for an African Renaissance. The United Nations has recognized ACCORD's approach of intervention, research, training and early warning as a viable model for conflict prevention and transformation on the continent.

Program Type

- *Certification:* non-degree
- *Length:* 3 days, customized
- *Enrollment:* customized, open

Curriculum

ACCORD offers a series of 3-day courses in conflict management. Some of these are generic courses building capacity in conflict management, negotiation and mediation. Some of them are sector-specific, such as the Conflict Management for Peacekeepers (CPPC) course.

We are also able to run in-house training programs at your organization, company or government department.

ACCORD also offers a course in peace building and peace keeping. The Civilian Peacekeeping & Peacebuilding Course (CPPC) is a modular course that builds on the existing professional skills of civilian personnel by focusing on how their skills and expertise can be applied in the peace operation and peace

building context. Through this modular concept, the Programme is able to maintain a core curriculum and consistently apply a specific methodology to the Courses, without having to organize a new course every time there is a new specialist need. Specialist needs are accommodated by dedicating about 30% of the Course time to specialist focus areas whilst using the remaining 70% to transfer the general knowledge and personal skills all civilians in peacekeeping and peace building missions should have.

The Courses are typically conducted over 5 days. The methodology is highly participatory and comprises substantive presentations, case studies, group work and practical exercises.

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COLLECTIVE LEADERSHIP INSTITUTE – BERLIN, GERMANY, AND CAPE TOWN, SOUTH AFRICA

Overview

The Collective Leadership Institute is an independent non-profit organization based in Berlin, Germany, and Cape Town, South Africa. Its mission is to build dialogic process competence for cross-sector sustainability engagement.

The Collective Leadership Institute was founded 2005 to support stakeholders from private sector, public sector and civil society in creating successful partnerships and result-oriented multi-stakeholder-dialogues for innovative solutions to global, societal and local challenges. It offers educational programs, project management, process-oriented research and networking.

Based on key conceptual content our educational programs incorporate the actual work reality of participants. Our programs are designed to help build strategic abilities and implementation skills in cross-sector cooperation, stakeholder dialogues and leadership for sustainability.

Program Type

- *Certification:* non-degree
- *Length:* short courses
- *Enrollment:* open and customized

Curriculum

A sample of open enrollment programs include:

Working with Stakeholder Dialogues

- 5 - 8 June, 2012 New Delhi, India (English).
Faculty: Petra Kuenkel, Vera Frieg Tuition fee: € 1,490
- 25 - 28 June, 2012 Dakar, Senegal (French)
Faculty: Susanne Bauer, Andrew Aitken Tuition fee: € 1,560
- 16 - 19 October, 2012 San Jose, Costa Rica (Spanish)
Faculty: Claudia Noder, Patricia Scannapieco Tuition fee: € 1,580
- 22 - 25 October, 2012 Siem Reap, Cambodia (English)
Faculty: Susanne Bauer, Vera Frieg Tuition fee: € 1,560
- 6 - 9 November, 2012 Cape Town, South Africa (English)
Faculty: Petra Kuenkel, David Bond Tuition fee: € 1,560
- 4 - 7 December, 2012 Potsdam/Berlin, Germany (English)
Faculty: Petra Kuenkel, Nahide Pooya Tuition fee: € 1,520 (plus 7% VAT)

Practitioner Session: Taking your Stakeholder Dialogues to the next Level of Impact

- 2 - 5 July, 2012 Potsdam/Berlin, Germany (English)
Faculty: Petra Kuenkel, David Bond Tuition fee: € 1,580 (plus 7% VAT)
- 29 Oct. - 1 November, 2012 Siem Reap, Cambodia (English)
Faculty: Susanne Bauer, Vera Frieg Tuition fee: € 1,580

Leveraging Collective Leadership for Sustainability

- 16 - 19 October, 2012 Potsdam/Berlin, Germany (English)
Faculty: Petra Kuenkel, David Bond Tuition fee: € 1,620 (plus 7% VAT)

New Course: Dialogic Facilitation

- 10 - 13 December, 2012 Potsdam/Berlin, Germany (English)
Faculty: Petra Kuenkel, David Bond Tuition fee: € 1,580 (plus 7% VAT)

If you require a capacity building program for your project, company or your organization, we also offer tailor-made, context-specific seminars in your region or country. For more information on tailor-made capacity building programs contact us at germany@collectiveleadership.com

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ASIA

ATENEO DE MANILA UNIVERSITY, MANILA, PHILIPPINES

Ateneo School of Government (ASG) - Graduate School of Leadership and Public Service

Overview

The School of Leadership and Public Service offers an executive education program, which facilitates the empowerment of public leaders and managers to be accountable, development-oriented and ethically anchored to perform their public service roles and functions. The School offers short, focused and customized training programs for political leaders, development technocrats, public and corporate sector managers to help provide methods and strategies for operationalizing ethical governance and sustainable development. The School also offers a two-year degree program in Master in Public Management (MPM) for future leaders of the country. The program is for practitioners and is taught by faculty members that have extensive and high level government and social development experience.

Program Type

- *Certification:* Masters and executive certificate
- *Length:* 2 years and short courses (3 days)
- *Enrollment:* open and customized

Curriculum

The masters program is run by modules where each subject runs for 8 weeks with 4 hour classes per week. Class modules are concentrated and accelerated but with a flexible schedule fitted for working professionals. Classes are held on Saturdays or late afternoons of weekdays.

Customized Training

The School also customizes seminars and even special degree programs to the requirements of specific government agencies. In these programs, the School designs the course content, learning methodologies, and class hours to help public organizations and their people achieve specific capacity-building objectives.

Past seminars include:

- Capacity Development Series for the Philippine National Police (Philippine National Police, October-November 2008)
- Pasay City Government Executive Planning Workshop (City Government of Pasay, August 2008)
- Ethical Leadership and Effective Management for Public Policy Practitioners (House of Representatives - Committee Secretaries, August 2008)
- Tools and Approaches for Effective Decision Making and Public Policy Development (House of Representatives - Service Directors, August 2008)

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Center for Peace and Conflict Studies, Bangkok, Thailand

Overview

The eleven week curriculum is an intensive course designed to give fellows a comprehensive overview of the peace studies and conflict resolution field. Centered on the core themes of conflict analysis and mapping, conflict tracking, conflict transformation, and peace building, the course seeks to provide fellows with a solid theoretical understanding of these concepts. In addition, the curriculum offers its fellows a key set of practical tools for conflict resolution and peace building which fellows can use once they return to their communities. By building and strengthening a capable and dedicated network of peace builders who graduate from this program, the Rotary Center hopes to make a lasting contribution to peace in communities across the globe.

Program Type

- *Certification:* executive certificate
- *Length:* 3 months
- *Enrollment:* fellowship

Curriculum

The course is divided into 4 modules, with at least 2 field studies interspersed.

Modules

- **Module 1: Concepts and Values of Peace and Conflict Studies** – an introduction to peace and conflict studies which focuses on the theories, values, and concepts of the field
- **Module 2: The Diagnosis and Analysis of Conflict** – an in-depth look at conflict analysis, including the diagnosis and assessment of conflict as well as peace interventions.
- **Module 3: Conflict Resolution Skills, Approaches, and Strategies** – focuses on concrete skills and strategies for conflict resolution such as negotiation, mediation, and communication

- Module 4: Conflict Transformation and Building a Sustainable Peace – examines ways in which conflict can be transformed to peace, and how peace can be sustained with the participation of various stakeholders in society.

Field Studies

- Field Study 1: Conflict Analysis – occurs between Modules 2 and 3 and allows fellows to practice their conflict analysis skills through investigating current conflicts in Thailand.
- Field Study 2: Post Conflict Reconstruction – occurs in the midst of Module 4 and allows fellows to investigate a post conflict reconstruction setting and examine the roles of various actors in the process. The curriculum for this three month course has been specially designed by academics in the field of peace studies to enable program participants to identify and understand the causes of conflict at the local, regional, and international levels and provide them with the skill necessary to prevent and resolve conflict. The course will also focus on the ability to effect change and maintain peace. Lecturers for the course will include Chulalongkorn University faculty in Bangkok and international experts.

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NATIONAL UNIVERSITY OF SINGAPORE, SINGAPORE CITY, SINGAPORE

Lee Kuan Yew School of Public Policy

Overview

The Lee Kuan Yew School of Public Policy was established in 2004 with the mission of educating and training the next generation of Asian policymakers and leaders. Its objectives are to raise the standards of governance throughout the region, improve the lives of the region's people and, in so doing, contribute to the transformation of Asia. Among the many strengths of the School is a diverse faculty drawn from all over the world. An equally diverse student population from all over Asia and beyond provides a rich and lively learning environment both in and out of the classroom.

Currently, the School offers one PhD and three Masters programmes: the Master in Public Policy; Master in Public Administration; Master in Public Management; and Doctor of Philosophy. While the curricula of the these programmes are structured around curricula and pedagogic methods followed by many leading schools of public policy around the world, they also stand out for their emphasis on the public policy experiences of Asian countries and the critical challenges facing them. In addition, the School launched the Concurrent Degree Degree programmes with NUS Business School and Faculty of Law in July 2007.

The School also offers a diverse range of high quality executive programmes. Its flagship month-long executive programme, the Senior Management Programme, delivered by world-class faculty and practitioners, is offered jointly with SIPA (Columbia University) and provides an innovative curriculum around the evergreen themes of Leadership, Governance and Global Trends. In July 2007, we also established the Executive Diploma in Public Administration (EDPA) with the Dubai School of Government (DSG). The EDPA combines the academic rigour of leadership and public management tools and frameworks with Asian and Middle Eastern perspectives and experiences.

Program Type

- *Certification:* masters degree, executive certificate in public policy
- *Length:* Degree programs: 2+ years, Executive program: 4 weeks
- *Enrollment* open and customized

Curriculum

The **two-year Master in Public Policy (MPP) programme** offers pre- and early-career professionals the fundamental skills of public policy analysis and explores key concepts from the disciplines of politics, economics, and public management. Students also enjoy a wide range of elective and advanced modules.

Areas of Concentration:

- development studies
- economic policy and analysis
- international relations and security studies
- social and environmental policy
- public management and governance

Course offerings include:

- PP5137: Public Management and Leadership
- PP5214: Ethics and the Public Official
- PP5224: Negotiation and Conflict Management
- PP5227: Environmental Policy and Natural Resource Management
- PP5230: Strategic Management in Public Organisations
- PP5237: Strategies for Poverty Alleviation
- PP5238: Urban Development and Policy

Our Executive Programmes cater to the needs of time-constrained senior managers and professionals who wish to strengthen their managerial knowledge and skills. Most of our School's programmes are custom-designed to meet the needs of organisational clients with the aim of delivering creative solutions to real management challenges. Our School also provides a one-month Senior Management Programme (SMP) on leadership and governance for individuals with high-level positions in the private, public and non-profit sectors.

The Senior Management Programme explores global challenges, pertinent topics and fundamental issues that affect decision making and leadership. The SMP is anchored in the premise that the individual leader has

the potential to exercise positive influence in guiding organisations. Hence the programme places great emphasis on enhancing participants' awareness of their strengths and weaknesses as leaders when interacting with others. And in addition to understanding one's leadership style and approach, it is also important to accurately assess the context and environment in which a leader operates. This is why the programme is equally focused on organisational dynamics and understanding the global forces affecting organisations and the world today.

With that focus in mind, the SMP is designed and structured with two integral components: (i) three-week of classroom lectures and presentations in Singapore, and (ii) a one-week overseas learning trip.

More information at: http://www.spp.nus.edu.sg/Senior_Management_Programme.aspx

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AMERICA

UNITED STATES INSTITUTE OF PEACE, WASHINGTON DC, USA

Education and Training Center

Overview

The United States Institute of Peace is proud to unveil its new conflict management education and training program. The program was created in order to bring together professionals from government, the military, NGOs, and International Organizations, as well as pre-professionals in the academic world, and receive training on core conflict management skills as well as best practices in conflict prevention, peacemaking, and state-building. Drawing on USIP's twenty years of leadership in the field of conflict management, these courses will complement existing academic programs in international security and conflict management.

Participants from backgrounds as diverse as education, the military, international organizations, the non-profit sector, and international development agencies will have a unique opportunity to enjoy a common learning experience. USIP's conflict management program will respond to both individual career needs and the ever-increasing demand for conflict management professionals.

Program Type

- *Certification:* certificates are offered and are based on the subject matter of each course

- *Length:* from 3 days to one month
- *Enrollment:* open

Curriculum

The courses offered through USIP's education and training center will include a mix of theory and practice, with a heavy dose of applied exercises, including case studies, simulations, and practical and small group exercises.

All classes held in Washington, D.C. No tuition or materials cost, unless otherwise noted. Participants are responsible for lodging and travel, including visas. However, an essential aspect of these courses will be distance learning—in time, all courses will have an online component to reach much broader domestic and overseas audiences. USIP's course in conflict analysis is already offered in Arabic, and will soon also be available in Russian, Chinese, Spanish, and Farsi.

Participants will receive certificate upon completion of course. The complete list of courses can be found at : <http://www.usip.org/courses>

A sample of the courses offered in 2012 includes:

Conflict Prevention

How do you identify opportunities for third parties to prevent or mitigate violence, and what tools are available for preventing or halting imminent violent conflict? This course will show you how to anticipate emerging threats of deadly conflict, halt and reverse the escalation into violence, and build effective coalitions. The course is intended for public- and private-sector professionals whose work is adversely affected by violent insurgencies, large-scale criminality, civil wars, or transitional conflicts. The course includes a multi-day case study on security threats in Latin America—governance challenges, economic reversals, border disputes, insurgent movements, drug trafficking, and struggles over the control of natural resources.

Facilitation in Complex Environments

Conflict management practitioners working in conflict zones often engage with groups who are at odds with one another. Many of the strategies these practitioners employ depend heavily on having solid facilitation skills. Conflict management skills training, problem-solving workshops, mediation, intergroup dialogue, and other processes all center around an effective facilitator who is able to guide a group in transforming conflict. In this course, participants will develop key facilitation skills that can be applied in a range of conflict management processes. The course is intended to be very practical—students will learn by doing. Areas emphasized include planning and designing a facilitation, setting the stage for a successful process, communicating effectively, using exercises to prompt discussion, and managing group dynamics. The course is designed as an introduction to facilitation, intended for those who are new to facilitation or have limited experience. Participants are expected to attend the full five days of the program and should be prepared to engage in exercises and practice facilitation.

Engaging With Identity-Based Differences

Participants learn about working with ethnic, religious, and tribal groups in a post-conflict environment. There

is an overall approach of “reframing solutions,” so as to approach differing peoples out of respect and on their own terms, but at the same time, to find creative approaches to dealing with conflict. There is a focus on how to respond to demagogues, “conflict entrepreneurs” who enflame identities in order to advance their own agendas. The course will present skills to enable participants to navigate successfully within religious spaces, as well as how and when to implement programming in partnership with religious communities. The course will offer guidelines for working with disaffected youth, especially ex-combatants, and provide a framework on how to address gender empowerment and human rights issues within traditional cultures. Participants will examine how identity-based differences affect aid and development, rule of law and governance reform, and security and policing. Exercises explore issues such as: fostering trust between local leaders in moments of crisis, encouraging school reform that promotes tolerance and critical reflection, and engaging with senior leaders and clerics versus grassroots communities.

Navigating the Interagency Process

Participants will explore the conditions for achieving a successful interagency process and outcome, and the unique skills needed to effectively create those conditions and lead interagency conflict management efforts. Participants will also look at ways for engaging with the interagency, while building support within one's own agency for collaboration. They will examine international response case studies that highlight the interagency role, and engage with speaker "mentors", who will provide guidance on issues participants are confronting. A capstone exercise will help students test and refine their "lateral" leadership skills, that is, leading teams or groups in situations where there is no established authority.

Mediating Violent Conflict

Working in a conflict situation often demands mediation skills, whether you are working at a grassroots level or in state capitals. Mediation is both an art and science, and requires skilled analysis, careful planning, and effective communication. Designed for practitioners working in or on conflict zones, this course will improve participants' ability to understand the motivations and objectives of the various parties, promote ripeness, develop effective relationships, increase leverage, and strengthen mediation capacity. Participants will practice their skills through simulations, role-play, and case studies.

Online Courses

The following introductory courses are also available online.

- Conflict Analysis (also available in Arabic, Farsi, and Spanish)
- Interfaith Conflict Resolution (also available in Arabic)
- Negotiation and Conflict Management
- Organization for Security and Cooperation in Europe (OSCE)

Contact Information

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To Request an Application: Send an email to education@usip.org with the title of the course you wish to apply to in the subject line. (Qualified applicants will have a minimum of five years of relevant experience).

DUKE UNIVERSITY, DURHAM NC, USA

Duke Center for International Development

Overview

DCID offers short-term executive education programs designed to meet the needs of mid-career public policy professionals in government agencies, international institutions, the non-governmental community, and the private sector. Through these programs, development professionals from around the world have the opportunity to share their experiences with one another in a supportive learning environment.

Program Type

- *Certification:* executive certificate in public policy
- *Length:* ranges from 3 days to one academic semester
- *Enrollment:* open and customized

Curriculum

DCID offers **four open-enrollment public policy and finance programs** each summer

- Project Appraisal and Risk Management (PARM)
- Program on Fiscal Decentralization and Local Government Financial Management (PFD)
- Tax Analysis and Revenue Forecasting (TARF)
- Budgeting and Financial Management in the Public Sector (BUDGET)

In addition to these programs, DCID conducts **customized programs** that are tailored to the needs of requesting governments and organizations. Drawing from the world-renowned faculty at Duke's Sanford Institute for Public Policy and the Duke Center for International Development, these programs are designed to meet the specific capacity-building needs of our clients. Programs can range in duration from three days to a full academic semester, and can take place in-country and/or at Duke University. Depending on client needs, programs focus on a particular public policy topic or can encompass a broad range of policy areas and management skills.

Managers in Transition

The Managers in Transition program is a one-week, residential program run by DCID and the University of North Carolina Center for Global Initiatives on the campuses of Duke University and the University of North Carolina (UNC). The program provides managers in senior development positions with short-term, customized, professional sabbaticals that emphasize reflection on the substantive managerial and/or strategic challenges

they face. Through dialogue with the core Managers in Transition training team, faculty and students in a university setting, the program aims to improve managers' transitions to new positions, thereby heightening their future performance in staff management, client engagement, project preparation and implementation, and sustainable development. Current clients include the World Bank and Habitat for Humanity International.

The Managers in Transition program follows the interdisciplinary approach common among programs at DCID, and makes use of the wide range of knowledge and scholarship available within Duke, UNC, and public sector organizations or foundations located in the dynamic Research Triangle Region of North Carolina. The core Managers in Transition team includes faculty and practitioners with expertise in management and leadership, strategy and organizational change, communication and negotiation, economics, political science, and other relevant academic disciplines.

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Executive Education Custom Programs

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ARAB STATES

LEBANESE AMERICAN UNIVERSITY, BERUIT, LEBANON

Institute of Diplomacy and Conflict Transformation

Overview

The aim of the Institute of Diplomacy and Conflict Transformation (IDCT) at the Lebanese American University is to employ a progressive definition of diplomacy in its efforts to create a culture of peace that would reduce violence and increase justice. Our aim becomes particularly important in unstable regions such as the Middle East where there are protracted and deep rooted cycles of conflict that have created destructive and violent patterns.

We hold numerous workshops and conferences every year on topics such as conflict resolution and reconciliation.

Program Type

- Certification: non-degree
- Length: varies on the workshop, usually one week
- Enrollment: customized and open

Curriculum

A sample workshop: **“Workshop on Conflict Resolution and Peace Building”**

Workshop organized by the Institute of Peace and Justice Education in collaboration with the Institute of Diplomacy and Conflict Transformation incorporating university students from Lebanon, Syria, Jordan, Palestine, Egypt, Kuwait, and Yemen. Workshop sponsored by the Swiss Agency for Development and Cooperation with support from the Mennonite Central Committee and LAU. LAU, Byblos - Lebanon 16-25 August 2007.

More information at: <http://www.lau.edu.lb/academics/centers-institutes/idct/index.php>

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EUROPE

LSE Executive Education Summer School

Overview

LSE remains the top-ranked social science higher education institution in Europe with an outstanding global reputation for teaching and research. However, as a dynamic institution in an increasingly challenging world we are well aware that to remain ahead we need to innovate - especially in these deeply uncertain times. We are therefore pleased to announce the launch of a wide-ranging portfolio of 'Executive' style courses. Innovatively taught by some of the world's leading experts, each course is tailor-made for professionals who understand that in a fiercely competitive environment the more dedicated knowledge they can acquire the better they will be able to adapt and thrive.

Program Type

- *Certification:* executive certificate
- *Length:* 5 days
- *Enrollment:* open (however, some courses have specific prerequisites)

Curriculum

Week 1: 18 June – 22 June 2012

- Achieving Leadership Excellence: Research and Practice
Dr Emma Soane, Dr Conson Locke and Dr David Henderson
- Applied Valuation and Business Analysis
Dr Pascal Frantz, Dr Vasiliki Athanasakou and Dr Elena Beccalli
- Climate Change: Economics and Governance
Members of the Grantham Research Institute on Climate Change and the Environment
- Financial Regulation
Professor Ronald Anderson
- Global Finance in Crisis, Causes, Consequences and Futures
Dr Andrew Walter and Dr Jeff Chwieroth
Macroeconomic Challenges of Global Imbalances
Dr Gianluca Benigno, and Dr Keyu Jin
- Strategic Decision Making for Management
Dr Barbara Fasolo and Dr Gilberto Montibeller

Week 2: 25 June – 29 June 2012

- A Shifting World Economy: Business Strategies to Thrive
Professor Saul Estrin, Professor Danny Quah and Ms Christine Cote
- Accounting Fundamentals for Executives
Professor Al Bhimani, Dr Ana Simpson and Dr Stefano Cascino
- Beyond Rationality: Behavioural Economics and the Modern Economy
Dr Matthew Levy and Dr Kristof Madarasz
- Corporate Finance and Strategy
Dr Daniel Ferreira and Dr Konstantinos Zachariadis
- Managing the Outsourcing Enterprise: From Cost to Innovation and Cloud Services
Professor Leslie P. Willcocks, Dr Edgar Whitley, Dr Will Venters and Professor Mary Lacity

- Marketing Strategy
Professor Amitav Chakravarti
- Negotiation: Research and Practice
Dr Conson Locke and Dr Caneel Joyce

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