

# Executive Master Class™ In Entrepreneurship

(intensive postgraduate certificate in  
business development and  
management)



International School  
*Of* Management

— UNLOCKING KNOWLEDGE —

# Executive Master Class™ in Entrepreneurship

This is a fast track and intensive postgraduate level academic but largely practical programme for the high performance managers and directors who work in critical roles and need to cover the key areas that drive success and profit in business today! The programme is designed as both a refresher course and a crash programme specifically for senior managers, executives and owner managers who contribute to or make strategic decisions.

It is a refresher course for those who have had their Postgraduate degrees long time ago; they need quick reminders and professional/academic updates whilst it is also a crash programme for those very experienced professionals who never made time out for their postgraduate degree; yet they require the academic and practical relevance of the Mini-MBA experience offered by the EMC in Entrepreneurship (MiE). The MiE is more about the practical knowledge, academic relevance, professional network and confidence to be taken away from it than about the certificate alone.



## Is MiE® the right programme for me?

If you have the drive and uphold the vision to take your current role to the next level in order to distinguish yourself as a truly high-performance manager, then this is just the right programme for you!

## What's in MiE for me?

You will gain a complete and thorough grounding in all the critical management functions including strategy, marketing, finance, people management and integrated management. By the end of the week you will have worked through several case studies, made numerous contacts and heard from some of the best faculty.

## What's in MiE for my Company?

Not only will you have completed our fast-track and intensive academic programme, but by the end of the week you will have a complete strategic business plan which you can take back to the workplace and start to implement immediately.

## Why Choose the MIE?

As leaders and professionals in senior management, development and training, we have developed this academic programme in a one-week format using the core principles of a business school MBA. This format allows delegates to overcome their day-to-day operational demands and focus on developing both themselves and others around them.

# The MiE Objective



Individuals within companies are full of creative ideas for business success. Turning these ideas into results needs a better vehicle; a process and a way of thinking to structure the thoughts of those aspiring to become a truly high performance manager. In this vital one week we will help students to better understand their businesses, or business areas, make solid decisions and then implement those decisions for business and personal success in the following ways:

## Understand the business

- Get a thorough insight into the business from its many different dimensions
- Discover the different options open to them for achieving business objectives and targets
- For each business issue appreciate the links between the different functional Areas

## Make Decisions

- Decide or propose a decision with conviction and confidence
- Plan for improvement and success; clear, logical and coherent planning
- Be committed and get commitment from others on the decisions and plans

## Implement improvement changes

- Having understood and decided, go to action with greater confidence
- Manage the constraints and opportunities
- Manage and lead individuals and teams in making it all work.
- Measure the progress of their actions and adjust the course to remain on target

# Who should attend?

The MiE is well suited for any person; manager or director who is in a general management role or fast approaching such position. Reasons given by previous delegates for attending the programme include;

- Promotion to generalist' roles from functional specialisation
- Contributing to the growth of organisation
- Guiding company to profitability
- Personal career development
- A 'taster' before embarking upon further academic programme
- Broadening of business expertise for those from the public and not-for-profit sectors
- Personal recommendation by previous delegates

*Because of the full time format, delegates are afforded the time to immerse themselves fully in the experience and gain more from the programme.*

## Turning the learning into results; using your business case

During the programme we will cover many tools, techniques and concepts. Their true value however is in being able to apply them to real business. How will we achieve this? In workshop teams, delegates will choose a real business to start up, grow or acquire. Each day we will apply the techniques learned to this business idea through to planning. In this way the conversion of learning to usage is more certain and provides a fun way to learn.

As people committed to their own personal success in business and the success of their organisation, I look forward to welcoming our delegates on this programme where we would help them to develop their career as high-performance managers. I am confident that the investment in this one week will prove as rewarding for them as it has done for several others before!

# Course Outline

## Day 1

Knowing your market and business environment  
(BUSINESS STRATEGY)

### Key benefits of the day

1. Generating and evaluating creative, innovative & strategic options
2. Focusing your strategic thinking on lines of enquiry most likely to lead to strategic breakthrough
3. Becoming familiar with key techniques of external analysis and how this can be simplified and accelerated
4. Understanding the role of leadership and vision in strategy more clearly
5. Prioritizing the implementation strategies
6. Turning strategy into Action
7. Understanding the Nature and workings of innovations and competitions

### Content

As Business Strategy is the route to our goals and objectives, it belongs to and is the responsibility of every manager and decision-maker at all levels, be it corporate, strategic business unit or departmental. We must all then understand it, plan it and implement it. This module emphasises the importance of taking a wide view or 'helicopter vision' and provides analytical and decision making techniques to look beyond everyday operational concerns and examine what the business as a whole has to do now and what it must do in the future. In this intensive module, strategy is demystified through a mixture of casework and analysis of participants' own issues.

This day will help you to develop your forward- thinking and give you the opportunity to explore the issues that are of prime concern to you. It exposes native theories and personal assumptions that fix managers in a box.

### Topics covered include:

- Why strategy?
- The planning process
- Understanding the potential and risks from external and internal business environments
- Analyzing the market as the best source for strategic opportunities
- How to develop strategies that differentiate you from the crowd
- Gathering and appraising the strategic options
- Articulating a vision for the business
- Using tools and techniques such as Porter's 5 Forces, Force field analysis
- Disruptive & Sustaining innovations
- Taking innovations to the market
- Strategies for market competition
- Ethics as strategy
- Business as warfare

#### Key benefits of the day

1. Listening to and understanding what customers value most
2. Responding to these values to generate an excellent response from our customers
3. Appreciating your own role in marketing regardless of your function
4. Contributing actively to making your customers successful
5. Implementing and evaluating marketing actions
6. Predicting change and responding to threats
7. Developing a marketing strategy

#### Content

Organisations where every individual considers him-self a marketer achieve the greatest success. These companies understand that enhancing the total customer experience by listening to what really excites customers and then responding with products and services which make customers successful, builds trust and confidence from the market. Every individual in the company is then committed to this customer success. This module explores vital elements such as segmentation and positioning, designing a marketing plan and making it work by understanding product/service development, pricing strategies, how to communicate the value to the market and selecting the best routes to market. Every opportunity will be given to ensure that participants are able to apply key concepts to their business situations whether from a business-to-business environment or a business-to-consumer. Engaging and informative, the day provides a thorough grounding in the theory and practice of marketing today.

#### Topics covered include:

- What is marketing all about?
- How marketing fits into the rest of the organisation
- The external marketing environment analytical tools and techniques, Marketing strategy
- Segmentation, Positioning and targeting
- Establishing the marketing mix, Beyond the 4 'P' (There are now 7 'P's)
- Marketing communications, Managing the promotional campaign
- Price, product and distribution channels
- Drawing up the marketing plan
- Implementation, monitoring and controls
- The Consumer Buying Behaviour
- Impact of Generations (X,Y,Z) on Marketing
- Cultural implications of Marketing

# Course Outline

## Day 3

Business viability and  
financial strength

(FINANCIAL MANAGEMENT)

### Key benefits of the day

1. Understanding the content of financial accounts
2. Introduction to the tools and techniques of financial accounting balance sheets, profit and loss accounts, cash-flow statements
3. Making better decisions: management accounting techniques for investment decisions
4. How key financial ratios work and what they tell you about a business
5. Analysing Financial Statements
6. Implications of Taxation on business & business environment
7. Saving beyond the figures

### Content

Your decisions, proposals and actions will have a financial impact on the company. This module will open up your understanding of finance and the implications of your work on the wealth of the organization. You will be more confident in meetings and with reading financial reports. In one extremely intensive but rewarding day, you will transform your financial and accounting skills and will gain the confidence and ability to make a more effective contribution to your business and your team. Even those with an accounting background may benefit from this stimulating examination of the basic principles of this essential area of business activity.

### Topics covered include:

- Financial accounts users and uses of financial information
- Financial statements analysis and interpretation, internal and external measures
- Company accounts: fact or fiction?
- Understanding the financial press
- Management accounts costing and pricing, product profitability, management information
- Financial management future decisions, discounted cash flow, IRR, payback
- Financial Statement Analysis
- Ratios

NB: Please bring a calculator to use on this day

# Course Outline

Managing the vital resource. Getting people and yourself to be even more productive.

## Day 4

(PEOPLE LEADERSHIP AND PEOPLE MANAGEMENT FOR SENIOR MANAGERS)

### Key benefits of the day

1. Redefining the role of the manager
2. Understanding what really motivates you and your people
3. Improving communications, making sure the right message is delivered in the right way
4. Developing collaborative skills ensuring teams and groups work successfully
5. Dealing with difficult issues resistance to change and poor performance
6. Smarter delegations resulting in a stronger taking of responsibilities

### Content

As a senior manager, to make sound decisions you must understand the total business processes. Appreciating the impact of change on all functional areas; marketing, finance, operations and people management will help you to put your finger on the nerve of a problem and then find the best solution. This practical workshop will give you 'hands on' experience by working on a real business in small teams, pooling your experiences and applying your acquired skills. Having analysed the situation you will plan and develop strategy and implementation, then present it convincingly to pitch for the required funds.

### Topics covered include:

- Communication principles and managing tough decisions.
- Lifting personal barriers to successful communication.
- Handling challenging management situations
- How to deal with different types of people.
- Situational leadership and upward management
- Understanding your personal leadership style, areas to build on and to improve
- Applying the right style to every management situation
- Upward management
- Delegation & Authority
- Mission Links & Critical Success Factors
- Mind Mapping
- The 360° Mirror
- Team Dynamics

# Course Outline

## Day 5

Making it all happen  
(BUSINESS DEVELOPMENT &  
FUNDING)

### Key benefits of the day

1. Reinforcing the skills of management and subjects covered in the preceding four days through application to an actual business
2. Bringing together the tools and techniques in an integrated and useable way
3. Making robust strategic/business plans and clear, effective decisions
4. Convincing the financiers and decision makers.
5. Articulating viable business plans.

### Content

Day 5 is designed to help students create a business plan to be executed jointly at a later date. As a senior manager, to make sound decisions you must understand the total business process. Appreciating the impact of change on all functional areas marketing, finance, operations, people management will help you to put your finger on the nerve of a problem and then find the best solution. This practical workshop will give you 'hands on' experience by working on a real business in small teams, pooling your experiences and applying your acquired skills. Having analysed the situation you will plan and develop strategy and implementation, then present it convincingly.

### Topics covered include:

- Assimilating the business analysis from the preceding days and applying the tools of
- Business strategy
- Finalising the corporate mission/vision, objectives and strategies and planning through to
- Operations and marketing plans.
- Demonstrating the financial viability of the plan and decisions
- P&L projections
- Making the best case for getting the plan accepted
- Discussing the project implementation
- The 10 Outstanding Young Enterprise Alumni Reward (10YEAR)
- Completing the 10YEAR Workbook.

# PROGRAM STRUCTURE



### Delivery Format:

1. One week of face two face classroom teaching, case study analysis, practice simulation, presentations, individual and group assignment in specific subject areas viz; Business Strategy, Innovation and Dynamics of Competition using elementary games theory, Marketing Management & Research, Financial Management, Accounting Ratio and Financial Statement Analysis for Decision Making, Strategic People Management & Leadership. Discussion of the business plan template (10 YEAR Workbook), Envisioning of a viable business venture, presentation, and defence.
2. Four (4) weeks of Online Case study analysis, discussion, reading and analysis of journal articles relevant to the subject areas taken within the one-week physical classroom experience. Commencement of the market study of the business idea and writing of chapters 1 – 2 of the business plan.
3. Two Days of face to face classroom and discussion of chapters 1 – 2 of the business plan. Classes on Project Management Techniques and Understanding Enterprise Resources Planning for Entrepreneurs with practical examples and case studies to emphasize the efficiency of IT in approaching identified target market and general business management.
4. Four (4) weeks of Online Case study analysis, discussion and reading of journal articles relevant to resource planning and management. Writing of chapters 3 – 5 of the business plan including production of SMART forecast based on feasible sources of fund to support the business.
5. Last two days of the programme. Physical class contacts. Review of completed business plans. Necessary corrections, final discussions, submission and defence of business plans. End of course ceremonies. Social activities, networking cocktail and presentation of certificates.

# REGISTRATION & ENQUIRIES

**Duration :** 91days

**Registration :** N15, 000 (non-refundable)

**Tuition :** N450, 000

This programme is exclusively postgraduate and it is accredited for credit transfers.  
Successful completion qualifies students to apply for the *CMgr Award*

## **FOR FURTHER ENQUIRIES, PLEASE CONTACT:**

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## **PLEASE MAKE CHEQUE AVAILABLE TO INTERNATIONAL SCHOOL OF MANAGEMENT**

