

**FROM:** Director, Training Centre  
**LOCATION:** 86/G7  
**EXTENSION:** 5677  
**DATE:** 11 March 2003  
**REFERENCE:** Y3010  
**SUBJECT:** LLOYD'S/HENLEY EXECUTIVE CERTIFICATE IN MANAGEMENT – INTAKE 4  
**SUBJECT AREA(S):** Programme aims, objectives and schedule of dates.  
**ATTACHMENTS:** Programme Guide and Schedule of Key Dates  
**ACTION POINTS:**

1. Training and Development Directors of underwriting agents and Franchisor directors and senior managers are requested to bring this bulletin to the attention of interested staff and to encourage them to attend one of the briefings detailed below.
2. Potential applicants should phone Murette Totten 020 7327 5639 or Rachel Bye 020 7327 6290 to book a place at one of the briefing sessions listed below.

  
**DEADLINES:**

1. Henley to receive applications for Intake 4 by Monday 14<sup>th</sup> April 2003.
2. Briefings for prospective participants will be held in the Training Centre, Room 717 Gallery 7, 1 Lime Street at:
  - 3.30pm Monday 18<sup>th</sup> March 2003 and
  - 4.30pm Wednesday 9<sup>th</sup> April 2003.

This bulletin is to advise you that Intake 4 will commence on 7th May 2003. A Programme Guide and Schedule of key dates is attached.

The Lloyd's/Henley Executive Certificate is the entry-level qualification to the Henley Diploma in Management and MBA. The programme is designed to help underwriting agents, Lloyd's accredited brokers and other market entities to attract, retain and develop high calibre individuals - a Franchise Board Strategic Imperative - by:

1. Enhancing business management and commercial knowledge and skills;

2. Improving staff retention levels and reducing frictional business costs of staff turnover and recruitment costs and
3. Attracting high quality staff, in a recruitment market where the competition for high calibre individuals is increasing.

*Directors responsible for training and development within underwriting agents and directors and managers in the Franchise Executive are strongly encouraged to consider this opportunity and nominate interested staff for this programme.*

- **Briefing sessions for prospective participants will be held in the Training Centre, Room 717, Gallery 7, 1 Lime Street at:**
  1. **3.30pm Tuesday 18<sup>th</sup> March 2003, and**
  2. **4.30pm Wednesday 9<sup>th</sup> April 2003**

**Please call/email Murette Totten at 020 7327 5639 [murette.totten@lloyds.com](mailto:murette.totten@lloyds.com) or Rachel Bye 020 7327 6290 [rachel.bye@lloyds.com](mailto:rachel.bye@lloyds.com) to reserve a place at one of these briefing sessions.**

The Henley Programme Director and Lloyd's Tutor will be available at these briefings to answer any questions that prospective candidates may have.

The following underwriting agents and Lloyd's associated organisations have participated to date:

Anton Private Capital, Amlin Underwriting Limited, Besso Ltd., CBS Private Capital, Creechchurh Underwriting Limited, Commodore Underwriting Agencies Ltd, Corporation of Lloyd's, Equitas Limited, R J Kiln & Co, Lloyd's Market Association, S. A. Meacock & Co. Ltd and Zenith Syndicate Management Limited.

In addition to underwriting agents the programme is open to staff from Lloyd's accredited brokers and other organisations associated with the market.

Please email/call Terry Webb ([terry.d.webb@lloyds.com](mailto:terry.d.webb@lloyds.com)) 020 7327 5677 if you have any immediate queries about this programme.

This bulletin has been sent to the compliance officers of all underwriting agents and Lloyd's accredited brokers, the Lloyd's Market Association and directors and managers of the Franchise Executive.

**Terry Webb**

**Director, Training Centre**



**LLOYD'S**

**LLOYD'S TRAINING CENTRE**

**IN PARTNERSHIP WITH**

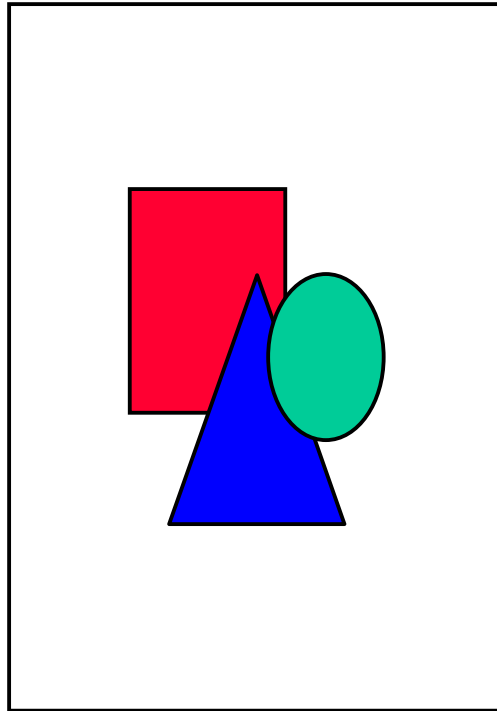
**HENLEY MANAGEMENT COLLEGE**

**EXECUTIVE CERTIFICATE, DIPLOMA IN  
MANAGEMENT AND MBA**

**INFORMATION GUIDE**

**INTAKE 4 MAY 2003**

**ISSUED 04 MARCH 2003**



**Welcome to Henley Management College.** I have written this guide to provide you, as a potential programme member, with sufficient information to enable you to decide whether to join this challenging and rewarding Executive Certificate, Diploma and MBA programme. It will also be useful for line managers and mentors who may need introductory guidance about the programme. Should you need any further information, having read the guide, please don't hesitate to contact me. You can find my telephone number and e-mail address at the end of this guide.

**Linda Moyler**  
**Programme Director**

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# Introduction

The Executive Certificate, Diploma in Management and MBA programme offers you the opportunity to develop your managerial and personal skills and to acquire an internationally recognised qualification. Working in partnership with Lloyd's and Henley Management College you will develop your understanding of management issues and explore practical ways in which to apply your learning in your working environment.

The programme will use a variety of learning methods which will include distance and e-learning, supported by a series of full day and evening workshops to be held at the Lloyd's Training Centre, Gallery 7, One Lime Street, London. Assessment for the Certificate, Diploma and MBA is by work-based assignments and projects that encourage the practical application of your learning.

## Henley Management College

Henley Management College was founded in 1945 and is one of the world's foremost independent business schools. Company Diploma and MBA programmes have been offered at Henley since 1986, and in 1997 the college gained degree-awarding powers. Henley has a base in more than twenty countries and is an acknowledged leader in the field of management development.

In addition to offering programmes for senior managers and tailored company programmes, the College offers consortium and part-time supported distance learning MBA and Diploma programmes. There are currently more than 8,000 programme members studying the MBA programme throughout the world, with Henley, and through its network of Associates. Some of the organisations Henley is currently working with include ABB, Cable & Wireless, Canon, Christian Salvesen, IBM, Standard Chartered Bank and Toyota.

The key aspects of the Henley approach to management development are:

➤ **Applied Learning**

Seeking benefits to the individual, and to the organisation, through practical application of learning in the workplace.

➤ **General Management Focus**

Adopting a broad integrated approach to management issues.

➤ **Partnership**

Between the programme members, the sponsoring organisation and the College.

## **Henley Diploma and MBA Programmes**

### **Aims and Objectives**

Henley Programmes are designed to develop your capacity for critical and creative thinking and innovation in your current job and to prepare you for future roles in either a particular functional area or in general management. The programme has the following aims and objectives:

#### **Aim**

- To provide a framework of management learning activities that focus on the business issues related to **Lloyd's**.

#### **Objectives**

- To provide you with the opportunity to develop your management skills and self awareness, the outcome of which will demonstrate actual business benefits to your organisation
- To enable programme members to gain a better insight into the functional business activities of the organisation and to better understand the more general global business environment
- To enable you to gain an in-depth knowledge of your organisation and an understanding of how you may work most effectively to achieve corporate and personal goals
- To develop your skills in team working and change management
- To facilitate networking and the exchange of information within the organisation

## **Programme Overview**

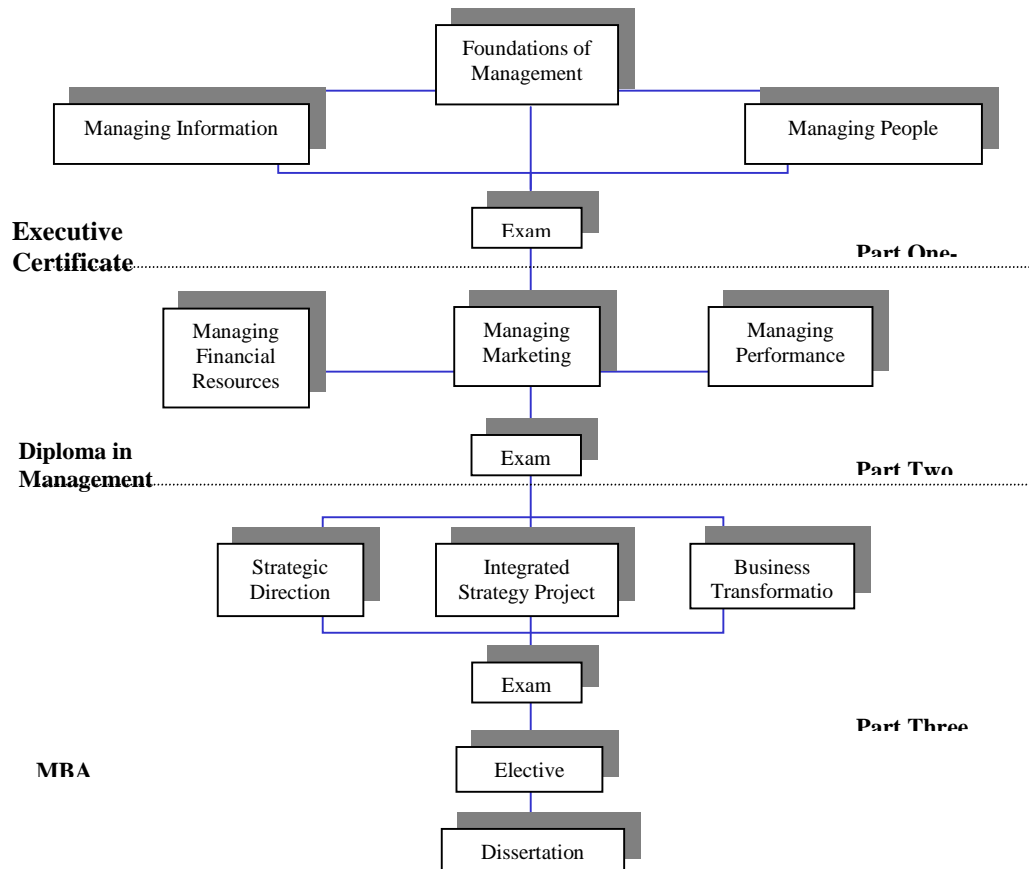
The schedule for the Lloyd's programme is divided into three parts (*See Fig 1 below*). On registration for the programme you will be provided with a full set of dates for the learning period that will outline:

- The active learning period for each module
- The workshop dates (full day and evening sessions) – normally positioned half way through the learning period
- Assignment, examination and dissertation submission dates

You will be registered for Part 1 (Executive Certificate in Management) during 2002, with your date schedule running from May until December. You may then start Part 2 (Diploma) in January 2003. Those wishing to continue on to Part 2 will join colleagues from Group 1 who completed their Part 1 in October 2002.

Progression to Part 3 (MBA) is **not** automatic after the successful completion of the Diploma, and will be determined by a set of criteria – assessment centre results, a business case and performance on Executive Certificate and Diploma. Depending upon the number of people who eventually meet these criteria, there will be different learning routes to choose from to continue your studies. These will be further discussed during the initial Starter Seminar.

**Fig 1 – Executive Certificate, Diploma and MBA Structure**





## **Executive Certificate (Part 1)**

The aim of Part One is to help programme members establish a common framework of knowledge and understanding of their organisation, which is both integrative and strategic. Two sets of skills are introduced which all managers need: ability to manage people and information.

## **Diploma in Management (Part Two)**

The aim of Part Two is to develop knowledge, understanding and competence in the functional areas of finance and accounting, marketing, operations and performance. The finance module will cover the syllabus for the Henley MBA and will also be significantly enhanced to cover Lloyd's and industry specific areas. The focus for the other two modules is on general, as opposed to specialist management, and the linkages between the different functions.

## **MBA (Part Three)**

The aim of Part 3 is to develop a strategic framework that will enable you to focus on your own interests, and the issues facing your company at that time, by a choice of electives and dissertation.

# **Programme Content**

This section briefly outlines the content of the Programme Modules:

## **Executive Certificate**

### **Foundations of Management**

*Study time: approximately 80 hours*

Part One begins with an entry-level module that focuses on what strategic management is all about, how the functions of an organisation relate to one another and how the organisation relates to its environment. This module is designed to promote awareness of 'the big picture' before you go on to study specific functional disciplines.

## **Managing Information**

*Study time: approximately 80 hours*

Managers spend their working lives dealing with information. This module re-examines the issues raised in Foundations of Management and focuses on the role of information in binding an organisation together. It is designed to provide you with the essential tools you need to analyse and present information for the purposes of decision making: creating and maintaining links both internally and with the external business environment; enabling your organisation to operate efficiently and effectively; measuring performance and service.

## **Managing People**

*Study time: approximately 80 hours*

Managing People is critical to the effective management of organisations and often presents one of the biggest challenges to managers as they attempt to manage conflicting demands in a changing environment. The Managing People module addresses many of the key issues that line managers and others need to consider when addressing the people aspects of management. It is designed to develop greater understanding of both the context in which people are managed and the human resource dimensions. The context for the issues are set through the study of issues relating to the Human Resource Management - Context and Strategy, Organizational Culture and International Culture, and Diversity. The module then goes on to consider key parts of the Human Resource Cycle that are critical to managing people, that is: Recruitment and Selection; Measuring Performance and Appraisal; Reward Management; Training and Development; Team Building and Leadership. The module finishes with a look at future people based challenges for organizations and managers.

## **Diploma in Management**

### **Managing Financial Resources**

*Study time: approximately 140 hours + Lloyd's/industry specific elements*

The Henley syllabus for this module covers accounting and managerial economics. Accounting practice and developments in the field of management and financial reporting are fully explained, and this part of the programme also focuses on the use of accounting information in the planning, control and decision-making processes. There is a strong emphasis on the application of accounting practices and economics in a managerial context, and this module provides an integrated study of the role of these disciplines in decision-making and organisational management.

The content for the Lloyd's/industry specific elements is currently being agreed, and this will be forwarded to you once the programme has started.

## **Managing Marketing**

*Study time: approximately 100 hours*

Marketing skills are increasingly important in ensuring success, both in private sector profit-seeking businesses and in public service organisations. Every organisation has 'customers' whose needs must be satisfied through the efficient provision of goods and services. This module provides an understanding of the fundamentals of marketing: analysis, decision making and implementation. This knowledge is applied through case studies designed to help you apply the marketing approach to yourself, your job and your organisation.

## **Managing Performance**

*Study time: approximately 120 hours*

This module deals with the processes involved in creating goods and services at the right time and price, and at the right level of quality. The module covers both 'steady state' operations and projects set up to achieve a specific purpose within a time limit. Its three subject areas - Operations in Context, Operations in Action and Managing Change in Operations - seek to integrate elements of the management of information and people with the core concerns of operations management. Issues are examined in a broad policy context, with particular emphasis on change situations.

## **MBA**

The core elements of Part Three are two integrated subjects with a strategic perspective: Strategic Direction and Business Transformation. Henley's long standing concern with the strategic problems facing organisations, is fully reflected here. The focus is on challenging the status quo, re-defining industry boundaries and implementing significant change in an organisation. In keeping with Henley's integrative approach to management, these subjects are assessed by a single integrated strategy project.

## **Strategic Direction**

*Study time: approximately 130 hours*

This module covers the key areas of strategic decision-making: defining purpose, strategic analysis, changing direction and setting course. These areas are studied from an explicitly economic and financial perspective.

## **Business Transformation**

*Study time: approximately 130 hours*

The Business Transformation module encompasses the strategic change framework and agenda, managing the change process, leading change, organisational learning, strategies for information and IT and emerging organisational trends for the twenty-first century.

## **Electives**

*Study time: approximately 100 hours*

Having completed the core subjects in Parts One and Two, you choose from a range of elective topics for advanced specialist study. The range of subjects is changing constantly in response to global business needs. Typical examples of elective subjects currently include - Knowledge Management, Business Finance, e-Business, Competitor Intelligence, Inter-Cultural Management and Managing Quality.

## **The Dissertation**

*Study time: approximately 200 hours*

A Dissertation is the culmination of work on the Henley MBA Programme and requires you to demonstrate a critical approach to management literature. The Dissertation allows you to specialise in a subject that is of interest both to you and your company, producing results with practical applications.

# **Learning and Assessment Methods**

The learning experience involves a variety of learning and assessment methods. The programme is designed to be flexible and to meet the needs of both you and your organisation, but it is likely that your programme will include the following:

## **Distance Learning**

Each module of the Executive Certificate, Diploma and MBA, has a comprehensive set of distance learning materials that include the following:

- Workbooks
- Textbooks
- Case studies
- CD Roms
- Videos

The materials contain everything you will need to complete the modules, although you may wish to read additional literature to develop your understanding, and further reading lists are provided.

The study packs build on Henley's extensive experience in the design and delivery of distance learning, the benefits of which are:

- You may study in your own time and at your own pace, although milestones will be set by your group's schedule
- Practical application of new skills in the workplace throughout the learning period
- A variety of learning approaches to suit differing learning styles

## **e-Learning and your Programme**

The e-Learning component of your programme differentiates it from other traditional "Distance Learning" programmes. Programme members following the older route often experience isolation in their learning sessions. At best, support is a telephone call or e-mail away.

At Masters Degree level, much of the learning comes from the personal experiences and perspectives of the individual Programme Members as well as from the course of study prescribed in the curriculum. The Henley e-Learning environment provides a virtual classroom where you can meet to discuss your learning, compare and contrast your opinions, and share your own relevant experiences.

A learning debate around the issues can be more effective than in a physical classroom. The cut and thrust of open debate, plus the self-consciousness of speaking in public may disadvantage some members of a traditional learning group. Either they cannot interject their views, are too shy to contribute, or have insufficient time to reflect and formulate their own view before the debate has moved on. As the debate in the virtual classroom continues over an extended period with members contributing at different times (asynchronously), there is an opportunity for more considered and reflective analysis. Of course, those who want to fire off quick response contributions are still free to do so.

Finally, the virtual classroom contains a fully documented record of the learning discussions, whilst in a traditional classroom the points may be lost for ever unless the session is taped or video-recorded. Even then, the record of any individual thread can not be accessed randomly – one has to play through from the beginning to find the portion of interest.

## **Starter Seminar**

A two-day Starter Seminar at the beginning of the programme in May 2002, at Lloyd's Training Centre, will introduce you to the learning process on the programme, and the first subject of the Programme - **Foundations of Management**. These two days will be followed by two evening workshops, again at the training centre, to complete the sessions

on Foundations of Management. These preliminary sessions will provide an opportunity for you to get to know the whole group and to establish a common identity, as well as getting to know the Henley team. Please note - **this is the only module where the workshops are scheduled at the beginning of the learning period.**

During the Starter Seminar learning groups will be formed with the aim of enabling you to help each other to achieve the common goal of completing the programme, and to facilitate the cross-functional learning and networking that is at the heart of the programme.

Before the start of the programme, you will be asked to request a 'sign-in' for access to your tailored e-learning area of Henley's website. The site will be 'live' by mid May 2002 and you will find a welcome from your Personal Tutor, and essential pre-workshop preparation materials, when you log on.

## Subject Workshops

Each module of the programme will include a full one-day workshop, plus two evening sessions, to support distance and E-learning study. The Finance module will have additional time allocated, as the syllabus has been enhanced.

The series of workshops will be positioned about half way through the learning period for each module. As a programme member, you will be expected to have **read through the materials and taken notes on key learning points and their practical application** within your own organisation *before* attending the workshop. Your workshop tutor **will assume some prior learning during the session.** You will study the distance learning materials for 3-4 weeks before attendance at subject workshops, leaving a further 3-4 weeks for completion of personal study and preparation of a work-based assignment.

The aims of the workshops are to:

- Clarify and develop your learning from the distance and e-learning materials
- Put the contents of the module into a practical context – applying principles to the way things are done in your organisation

Workshops involve a variety of learning methods including:

- Lectures
- Guest speakers
- Exercises
- General discussion
- Small group work
- Simulations
- Case studies

and will always provide guidance and help with the assignment for the module.

The workshops are designed to **consolidate personal learning** and develop thoughts and reasoning on issues related to the subject, all of which would focus on how the theory within a module relates to your organisation.

## Assessment

Programme assessment involves 3 methods: work-based assignments, examinations and the dissertation.

**Assignments:** Each module is assessed by the submission of one assignment, typically between 3,000 and 5,000 words.

**Examinations:** At the end of Executive Certificate/Diploma/MBA you will sit integrated case study examinations.

**Integrated Strategy Project:** During final stage (MBA) you will complete an Integrated Strategy Project of 7,000 words.

**Dissertation:** At the end of MBA, you will be required to prepare a 15,000-word dissertation, on a subject of your choice, and this is usually organisation based.

## Programme Management and Support

The programme requires a significant level of commitment from you as a Programme Member, typically involving up to 10 hours study per week. Study time will, of course, depend on your experience, expertise and individual learning style.

### Support from Henley

We will provide:

- All the materials required for completion of the programme
- Workshops to support personal study
- A Personal Tutor who will provide guidance on learning and general academic issues and review progress. He will attend workshops and provide on-line support via e-learning between workshops.
- Subject specialists to answer any specific questions regarding the individual modules of the programme
- A Programme Director who provides a dedicated resource to manage the programme
- A Programme Administrator to address any administrative issues and questions
- Henley's e-Learning facility and e-Library which provides access to commercial databases and other information sources
- Social events such as the Open Day at Henley each year

## Support from your underwriting agency or firm

- Financial – payment of fees, time for study, attendance at residentials, book allowance.
- Line Manager/Mentor
- An environment that encourages application of learning
- Access to information to be included in assignments
- Speakers and access to functional specialists at workshops

## Support from Programme Members

As a programme member you provide:

- Involvement in study group activities
- Individual or group activity in e-learning
- Workshop attendance
- A planned approach to study
- Feedback on the programme, materials and workshops

## Background and Experience Necessary

To be nominated for the Programme you will need:

- A minimum of 3 years relevant experience in management or administration
- To be aged 27 years or above

## Fees

Executive Certificate in Management (Part 1)	-	£4,300
Diploma in Management (Part 2)	-	£3,450 (TBC)
MBA (Part 3)	-	Determined by route selected

***Note: If you register for the Executive Certificate and Diploma at the start of the programme the fee will be £7,500 (£4,200/£3,300). Fees to be paid at the time of commencement of each part of the programme.***



# Getting Started

At the start of the scheduled period of study, you will receive a starter pack that will include:

- Syllabus for the Executive Certificate/Diploma/MBA
- A full set of dates showing workshops, assignment submission and examination date for Executive Certificate
- Information on effective study techniques, including time management, learning styles, writing assignments and preparing for examinations
- Detailed information about the support you may expect to receive from Henley Management College

## Key Dates for your Diary – Executive Certificate

### FOUNDATIONS OF MANAGEMENT

*Period of Study:* 01 May 2003 – 26 June 2003

Starter Seminar & Workshop 1: **07 & 08 May 2003 (2 days)**  
Workshop 2: **14 May 2003 (evening)**  
Workshop 3: **28 May 2003 (evening)**  
Workshop Tutors: Malcolm Armstrong & Linda Moyler  
(Starter Seminar)  
Martin Aylward (FoM)  
Venue: Lloyd's Training Centre

**Assessed Assignment due:** 26 June 2003

### MANAGING INFORMATION

*Period of Study:* 27 June 2003 – 01 September 2003

Workshop 1: **17 July 2003 (1 day) - TBC**  
Workshop 2: **21 July 2003 (evening) - TBC**  
Workshop 3: **24 July 2003 (evening) - TBC**  
Workshop Tutor: Jean Noel Ezingard - TBC  
Venue: Lloyd's Training Centre

**Assessed Assignment due:** 01 September 2003

## **MANAGING PEOPLE**

*Period of Study*

*02 September 2003 – 03 November 2003*

Workshop 1:

**24 September 2003 (1 day)**

Workshop 2:

**01 October 2003 (evening)**

Workshop 3:

**08 October 2003 (evening)**

Workshop Tutor:

Philip Bunnell

Venue:

Lloyd's Training Centre

***Assessed Assignment due:***

***03 November 2003***

## **PART ONE EXAMINATION**

*Period of Study:*

*04 November 2003 – 03 December 2003*

Workshop:

**11 November 2003 (1 day)**

Workshop Tutor:

Malcolm Armstrong

Venue:

Lloyd's Training Centre

***Part One Exam:***

***Wednesday 03 December 2003 (am)***  
(held at a Henley venue)

# Any Questions?

For further information on this Programme, please contact:

**Linda Moyler, Programme Director**

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