

Bristol Executive Management Programme



**Open to all ranks from
SNCO to Senior Officer**

*"The Executive Management Programme at Bristol Management Centre provides a very clear, well delivered and inclusive introduction for military personnel **from all levels** who are looking to start a second career in the commercial world. There is excellent instruction in financial, operational and strategic management, as well as marketing and employment law, backed up by exercises and linked to the programmes of the Institute of Leadership and Management. I found the course most valuable and commend it to others."*

RW Brigadier, British Army

Excellence in Management Training

www.bmc.ac.uk



Our Commitment to your Success



I only wish I had done something like this a long while ago. Not only would I have been wiser, it would have saved me hours of work in some cases. Certainly one of the best courses I have ever been on and probably the only one to keep my attention throughout

MH Major General, British Army

In the past 20 years alone (we've been around for almost 40), some 12,000 SNCOs & Officers have attended Management courses at BMC. Many of these have gone on to occupy Directorships in the most prestigious UK and International organisations, whilst others have been appointed to other Executive positions worldwide. All have benefitted from the best-of-breed MBA-Level management teaching delivered week-in-week-out by BMC.

The residential MBA-level Executive Management Programme comprises 3 core weeks of those management subjects which are so vital to anyone intending to take up a senior position in a non-military organisation. Read all about the content on the opposite page.

Delegates attending the Programme are also entitled to a personal £250 discount voucher so they can extend their studies by attending a range of UK Government Best Practice courses offered by BMC, such as Project, Programme, Portfolio, Risk and Change Management, at a preferential rate. This further intensive period of learning will provide an in-depth understanding of the subject matter concerned, thus giving a detailed appreciation of the methodologies and frameworks which are applied outside the Services.

There are no examinations as such in the core Programme, but during their attendance at BMC, delegates are able to complete the assignments for the course and thus achieve a Master's Level qualification.

Bristol Management Centre is accredited to deliver qualifications on the UK Qualifications & Credit Framework (QCF) at Level 7 (MBA level) which thus makes the Executive Management Programme eligible Enhanced Learning Credit support.



This was an excellent course in every way. The Visiting Speakers brought the subjects to life with real-life examples from their own experience and were invariably patient and willing to help when clarification was needed. The academic and administrative staff at the Centre could always be counted on to solve a problem however difficult (or trivial!). I have no hesitation in recommending them.

RJ - Air Commodore - Royal Air Force

I would like to thank you and your staff for a really interesting, enjoyable and well delivered package. The instruction was pitched at exactly the right level and the practical work was well thought out to ensure we understood the information we had been given. I feel much more confident in selling myself to an employer.

IG - Captain Royal Navy

The Executive Management Programme

Accounting & Finance

Better known as "Accounting for Non-Accountants", this part of the Programme leads you through the intricacies of this subject from the very basics upwards. What better way to enhance your understanding of the inner workings of business than by learning how the scoring system works. Accounting is seen as a black art by many, but our instructors bring the subject to life by relating it to real examples of their own experience. You will join them in a learning experience which is both rewarding and entertaining. The content of this course covers:- the Recording and Reporting of Financial Information; the Income Statement and Balance Sheet; Cash Flow Forecasting and the Control of Cash; the Analysis and Interpretation of Company Accounts; Business Ratios/Indicators of Performance and Financial Position; Accounting & Budgetting: the Use of Accounting Information in Decision-making; the Control of Costs; Cost Accounting; Pricing.



Operations

This stage of the Programme is the perfect introduction to the world of business for experienced managers coming from a non-business environment. It covers all the most important aspects of operational and human resource management, including those thorny legal implications which flow from employing people. The course is designed to build upon the knowledge and experience you have already gained as an Officer in the Armed Forces. Topics covered include: Business Operations & the Link to Strategic Management; Performance Management & Benchmarking; Setting Objectives & Targets; Managing Information; Achieving Quality Standards in Business Operations; Defining Quality; Working towards Continuous Improvement; New Developments in Management Techniques; Overviews of Lean, Six-Sigma and the Theory of Constraints; The Role of Leadership; Developing the Executive Manager; The UK & EU Legislative framework and its impact; Employment Law and its pitfalls; Organisational Structure & Management Roles; Management Cultures; Management & Influencing Skills; Managing Change; Performance Management; Improving Performance; Negotiating Objectives; Achieving Results.



Organisational Strategy & Marketing

The principles underlying the formulation and implementation of strategy are similar in many ways to those used in the military, so the focus here is on the differences. After a brief introduction to Strategy generally, we cover the following: Missions, Visions and Goals; Analysing the Environment; Focussing on Sector Structures; Linking with the Outside World; Analysing the Organisation's Capabilities; Tools for getting a sense of direction (SWOT, PESTLE; Porter's 5-Forces); Leading Management Thinkers; Focussing on the Strategic Options; Looking Upwards, Downwards & Outward



Marketing, like Accounting, is an activity of which most military people have little experience, but delegates are very quickly engaged by this subject. The foundations are laid during the general discussion about the Marketing Concept, quickly followed by: The Marketing Mix; Market Research; Putting Customers first; Brand Management; Segmentation & Targeting; Public Relations.

We round the week (and the Programme) off with the Business Game. This demanding and complex business simulation allows delegates to practise, as close to reality as is possible, the cut and thrust of running a business. Working in teams of 3 or 4, they progressively make decisions over the whole range of business areas; learning and consolidating at each stage. Instructors work interactively with all the teams throughout the game.



Other Courses run by BMC



PRINCE2 - Project Management

Learn about the globally recognised PRINCE2® project management methodology and how your future subordinates will be using it. You will follow the actual course syllabus which prospective PRINCE2® Practitioners are required to absorb in preparation for their examinations.

APMP - Project Management

Build on PRINCE2 by undertaking the Association for Project Management Practitioner Certificate. APMP takes a different (and complementary) approach to Project Management by setting out in its "Body of Knowledge v6" 37 vital topics that any Project Manager should be aware of and be able to apply.



MSP - Programme Management

Programme Management has a much more strategic dimension than Project Management. Whether you intend to directly manage programmes yourself or manage subordinates doing so, you will find this MSP®-based Specialist Elective a highly useful, though intensive, briefing. During your four-day attendance you will learn all about the wide range of MSP® techniques and tools in the MSP® Practitioner's armoury.

MoR - Managing Risk

In a world of rapidly changing environmental and market conditions the ability to make informed decisions with regard to risk in those environments is essential. Managing risk in any organisation requires processes and procedures to drive a culture of measured risk-taking in support of the business's objectives, to allow the development of opportunities and the management of threats. This Specialist Elective follows the Best Practice MoR® (Management of Risk) programme and will allow you to appreciate how practitioners in this field apply the tools and techniques of this internationally recognised qualification.



Managing Change

The UK Best Practice models for managing projects, programmes and risk are PRINCE2®, MSP® and MoR® but these are not designed to cover the people perspectives of change. Managing change and its impact is one of the highest priorities for any organisation. Add to this the current accelerating rate of change and it is easy to see how failure to deliver successful change can be devastating for the organisation. Delegates attending this Specialist Elective will see how future subordinates or colleagues can act as valuable members of a Change Management team and apply Best Practice change management principles, approaches and techniques.



for further information call
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