

# Overview Board Members Education Program

The five-day program covers the following topics:

- Organization (three lectures):
- Strategic Management (two lectures):
- Financial Management and Controlling (four lectures)
- Mergers & Acquisitions (two lectures)

The different topics are focused on listed companies. The following table 1 gives an insight of the different topics and lectures. Details and the specific focus of the different lectures might be subject to discussions.

*Table 1 Topics and Content of the different Lectures*

Topic	Lecture	Content	Outcome
<b>Organization</b>	Typology of Companies	<ul style="list-style-type: none"> <li>- Overview of different types of Companies</li> <li>- Legal aspects of Joint Stock Companies</li> </ul>	Participants will know the specifications (legal, others) of joint-stock companies and its consequences for management
	Corporate Structure (I)	<ul style="list-style-type: none"> <li>- How to define and setup the organization of a company</li> <li>- Features of different forms of organization (divisional-, functional-, matrix-organization)</li> <li>- Impact of Corporate Governance on Organization</li> </ul>	Participants will understand how to proceed to organize a company, and know the pros and cons for different forms of organization under the aspect of modern Corporate Governance.
	Corporate Structure (II)	<ul style="list-style-type: none"> <li>- Responsibilities and Competencies of Board Members and Managers</li> <li>- Instruments for the organization of a company</li> <li>- Basics of Business Redesign</li> <li>- Analyze and discussion of Organization forms of listed companies</li> </ul>	The participants will know how to proceed to reorganize a company, and will know the instruments needed to control a organization in the daily business. They knows arguments to assess the organizational form of a specific company
<b>Strategic Management</b>	General Management	<ul style="list-style-type: none"> <li>- Management Style and Corporate Culture</li> <li>- Management Compensation and appraisal criteria</li> <li>- Management Process</li> <li>- Responsibilities of Board and Management within the general management</li> </ul>	The participants will know the different elements of General Management, and how the compensation influences the behavior of Managers.
	Corporate Strategy	<ul style="list-style-type: none"> <li>- Method of analyzing competitors and environment</li> <li>- Assessment of companies strengths and weaknesses</li> <li>- Strategic Alternatives for competitive Companies</li> <li>- Analyze of the strategy of listed companies</li> </ul>	The participants will be able to peruse the strategic analyze of a company, and will know the generic strategies for companies in a competing world.

Topic	Lecture	Content	Outcome
<b>Financial Management and Controlling</b>	Accounting	<ul style="list-style-type: none"> <li>- Accounting Principles</li> <li>- Management Accounting and Financial Accounting</li> <li>- Analysis and audit of financial reports of listed companies</li> </ul>	The participants will be able to analyze the Financial Statement of listed companies, and will understand the use of Accounting information for decision taking.
	Financing	<ul style="list-style-type: none"> <li>- Financing Instruments for listed companies</li> <li>- Leasing as an alternative to traditional financing</li> <li>- Defining optimal balance between Debt- and Equity Financing (Capital Structuring)</li> <li>- Analyze of the Debt-/Equity financing of listed companies</li> <li>- Management Responsibilities regarding Financing activities</li> </ul>	The participants will know the alternatives of financing a listed companies. They will understand the relationship between financing decisions and the risk profile of a company.
	Financial Controlling	<ul style="list-style-type: none"> <li>- Modern requests to corporate transparency (risk, return etc.)</li> <li>- Controlling Instruments for measuring and communicating the risk-return profile</li> <li>- Responsibility of Management and Board regarding Controlling and Transparency</li> </ul>	The participants will know the most important controlling instruments necessary to control a listed company. They will be able to define a standard of transparency in their own company.
	Investor Relations	<ul style="list-style-type: none"> <li>- Principles of Investor Communication</li> <li>- Relationship Management in listing companies</li> </ul>	The participants will understand how to inform stakeholders (investors, government, etc.) with financial and non-financial information.
<b>Mergers &amp; Acquisition (M&amp;A)</b>	Valuation Methods	<ul style="list-style-type: none"> <li>- Methods for financial assessment (Discounted Cash Flow, Market Value Added, Market Comparables)</li> <li>- Defining Cost of Capital</li> <li>- Comparing Stock prices of listed companies with its fair Value</li> </ul>	The participants are able to make a Valuation of a Company using different Valuation Methods.
	Process of Mergers & Acquisitions	<ul style="list-style-type: none"> <li>- Strategic Analysis of possible M&amp;A Targets</li> <li>- Objective of Due Diligence</li> <li>- Analyze of a transaction under Legal, financial and accounting aspects</li> <li>- The role of the management in M&amp;A-Process</li> </ul>	The participants will know how to lead a M&A-Process as a manager of the involved company.

This program will allow the participants to improve their knowledge in Management, and to spread out this knowledge to high potential members within their Companies.