

Become a more valued legal adviser by learning to think like your business clients

Find out more at an upcoming Information Session. See inside for details.



# The Certificate in Business for Lawyers

A program of

THE **Hennick Centre**  
FOR BUSINESS AND LAW

January 24 - April 18, 2011 | Toronto, Canada | 9 Modules over 13 weeks

**OSGOODE**

OSGOODE HALL LAW SCHOOL  
YORK UNIVERSITY

Professional Development  
CLE



**Schulich**

School of Business  
York University

**Executive Education Centre**

# The Certificate in Business for Lawyers

## Program Overview

### Dates

#### Module 1

The Canadian Business Environment  
January 24, 2011 - Full Day

#### Module 2

Managerial and Financial Accounting  
January 25, 2011 - Full Day

#### Module 3

Understanding and Interpreting Financial Statements  
January 31, 2011 - Morning Session

#### Module 4

Sales & Marketing/Product Strategy and Execution  
February 7, 2011 - Morning Session

#### Module 5

Transactional Valuation and Pricing  
February 14, 2011 - Morning Session

#### Module 6

Risk Management  
February 28, 2011 - Morning Session

#### Module 7

Organizational Behaviour/ Change Management  
March 28, 2011 - Morning Session

#### Module 8

Governance and Ethical Leadership  
April 11, 2011 - Full Day

#### Module 9

Problem Solving Techniques/ Strategic Management  
April 18, 2011 - Full Day

While it's widely recognized that business literacy is a key competency for lawyers with corporate clients, many lawyers come to the practice of law without any formal business education or experience. Successful lawyers fill in the gaps on their own over time, picking up what they can, where they can.

While that approach may have been sufficient in the past, **today's clients expect more.**

They want legal advisers who not only understand how to solve complex legal problems, but who also understand their businesses, and know the right questions to ask to grasp a business challenge quickly.

*The Hennick Centre for Business and Law* has developed **The Certificate in Business for Lawyers** to fill the gap for lawyers without formal business education or experience. We've taken the key components of business education and tailored it to what lawyers need to know, in a format that respects the billable hour. The modules are tied together thematically with case studies and a project that reinforces the learning from module-to-module.

Participants will take away a comprehensive understanding of the challenges of business today, and a solid framework for better meeting their clients' needs.

## Key benefits - for you, your clients and your organization

- Fill the gaps in your business knowledge
- Better understand your clients' businesses: their strengths, weaknesses, opportunities and challenges
- Learn business approaches to analytical and problem solving skills
- Be better equipped to ask the right questions of current and prospective clients
- Equip yourself to become a leader in your practice area or firm
- Learn to "think like a client" as well as a lawyer
- Provide more practical, valuable legal advice

## Who should attend

- Junior to mid-level associates and in-house counsel without formal post-secondary business education who want to better understand their clients' businesses and the business environment

**More than ever before, business literacy is essential for lawyers ...**

*"Bankers, consultants and marketers aren't the only professionals looking to beef up their business skills for competitive advantage. At a growing number of law firms, top attorneys are being trained like business people, using executive education courses designed to strengthen management and business skills."*

(Excerpt from the Wall Street Journal)



Now in its second offering, this unique collaboration of the practising Bar and top law and business faculties will deliver key concepts in a stimulating, interactive format. In addition to nine challenging modules of business administration curriculum taught by leading experts, you will tackle a long-term project over the length of the course that will enable you to apply the lessons directly to real-world business scenarios, and receive constructive and detailed feedback on your work.

## THE CURRICULUM

### MODULE 1

January 24, 2011, 9:00 a.m. - 4:30 p.m.

#### Introduction

- Objectives and deliverables of the program
- Outline of culminating project, program themes and case studies

#### Understanding the Canadian Business Environment: Overview and Drill-down into Key Sectors

- Composition and structure of the Canadian economy
- Near and long-term trends affecting the Canadian economy
- Principal sectors in the Canadian economy and their challenges and prospects
- Capital markets
- Contemporary business issues
  - globalization
  - sustainability
  - supplier relations/outsourcing
- Panel discussions (with specific sector focus) on the Canadian business environment and contemporary business issues: what's keeping the CEO awake at night?

### MODULE 2

January 25, 2011, 9:00 a.m. - 4:30 p.m.

#### Managerial and Financial Accounting

- The basic elements of financial statements, including accounting terminology
- The elements of a balance sheet, income statement and statement of cash flows
- The process for analyzing and interpreting financial statements
- Management accounting and its application to the on-going decision-making of a manager
- The concept of Shareholder Value, and performance evaluation measures used by businesses today and those emerging for tomorrow
- Cost behaviour (i.e. variable and fixed costs) and its application towards management decision-making

### MODULE 3

January 31, 2011, 7:30 a.m. - 10:30 a.m.

#### Understanding and Interpreting Financial Statements

- The roles and responsibilities of players in the financial reporting process
- Reading and interpreting public company financial statements
- Off-balance sheet items
- Red flags: why you must read between the lines to be aware of:
  - hidden liabilities
  - possible revenue/asset overstatements
  - understated expenses
- Checklist of financial areas to troubleshoot
- Analyzing how creative accounting affects financial analysis and management decision-making

#### Insights on forensic accounting from Dr. Al Rosen

- Overview of financial reporting trickery
- Common securities frauds
- How to "cook books"
- Huge gaps in financial statements
- Major Canadian securities litigation involving fake financial reporting

### MODULE 4

February 7, 2011, 7:30 a.m. - 10:30 a.m.

#### Sales & Marketing/Product Strategy and Execution

- What do successful businesses do well?
- What is marketing?
- Why is marketing crucial to business success?
- Understanding the needs of your customer
- Market segmentation: a key pillar in your business success
- How to build a strong brand
- Business innovation: how to succeed at it
- Positioning your brand for competitive advantage
- How to develop a strong marketing plan
- Building a customer-focused business
- Managing customer value for long term relationships

## MODULE 5

February 14, 2011, 7:30 a.m. – 10:30 a.m.

### Transactional Valuation and Pricing

- Key business contexts in which valuations are required
- The theory and practice of private company valuations for M&A transactions, financing transactions, capital investments and shareholder disputes
- The role of valuation in the public company context, including M&A fairness opinions
- When different valuation approaches are appropriate
- Essential valuation concepts, including internal rates of return and sensitivity analysis

## MODULE 6

February 28, 2011, 7:30 a.m. – 10:30 a.m.

### Risk Management

- Risk models: moving from theoretical to practical management of risk
- Enterprise risk management: understanding strategic and operational risk structures
- Understanding the effect of organizational patterns and external influences
- The importance of “Alignment” and its cultural impact on the effectiveness of risk management
- Identifying emerging risks

## MODULE 7

March 28, 2011, 7:30 a.m. – 10:30 a.m.

### Organizational Behaviour/ Change Management

- Managing with new mindsets (reflective, analytic, worldly, collaborative and action)
- Change and change-ability
- Making sense of change drivers: the PESTEL framework
- Living systems – from the rigid to the incubator
- The traps that impede change
- Robust strategies instead of precise tactics during conditions of great uncertainty

## MODULE 8

April 11, 2011, 9:00 a.m. – 4:30 p.m.

### Governance and Ethical Leadership

- Ethics as a business goal
- Steps to better ethics and corporate governance
- Can ethics be regulated?
- Models of ethical leadership
- Links between ethical leadership and behaviour
- Roles of Boards and Executives
- Evaluating the “tone at the top”
- Ethics and compliance programs
- The responsibilities and pitfalls faced by advisors

**“Fireside Chat” with Former President and Chief Executive of the Ontario Teachers’ Pension Plan, Claude R. Lamoureux**

## MODULE 9

April 18, 2011, 9:00 a.m. – 4:30 p.m.

### Problem Solving Techniques/Strategic Management Problem Solving Techniques

Not all problems are the same, yet we often apply similar methods that draw upon our professional training and stylistic preferences and strengths. This module challenges program participants to apply methods based on their appropriateness to the situation. The first step is learning how to distinguish between different logical levels of problem. With this knowledge, we then look at best practice approaches that fit each of the three unique types of challenge.

- How to distinguish between Decisions, Problems and Dilemmas
- The three barriers to effective problem solving
- The power of framing, and how to use it intentionally to best effect
- The eight common psychological barriers to decision making
- Best practices to addressing decisions, problems and dilemmas

### Strategic Management

Participants will approach their own leadership and strategic management skills from both the “inside out” and the “outside in” as they examine:

- What is strategy
- The role strategy and strategic management play in shaping organizational performance
- How successful leaders build a culture of execution and accountability

### Final Project Presentation

All participants will apply their learning to present a comprehensive analysis of a company or organization they choose as a client based on its financial health, its opportunities, its strategies and other business practices.

### Closing Reception



## The Certificate in Business for Lawyers draws on the expertise and experience of leading business and legal experts, including:

**Douglas Cumming, J.D./PhD/CFA**  
Associate Professor, Finance and Entrepreneurship, Ontario Research Chair in Economics and Cross Cultural Studies, Schulich School of Business, York University

**Richard Crofts, Managing Director**  
Illumina Partners Inc.

**Dragica Grbavac, B.Comm, FICB, ACIC, ORMP**  
Executive Director, International Centre for Operational Risk Management

**Bruce Harbinson, Regional Chair, TEC Canada**  
and President, Harbinson Management Group

**Doug Harris, Vice President and Associate**  
General Counsel, Investment Industry Regulatory Organization of Canada (IIROC)

**Bryan Hayday, President, Change-Ability Inc.**

**Claude R. Lamoureux, Former President and**  
Chief Executive, Ontario Teachers' Pension Plan

**Alex Lowy, Founder, Transcend Strategy Group**  
Co-founder and past President of Digital 4Sight

**Beppino Pasquali, B.B.A., C.A.**  
Adjunct Professor, Schulich School of Business  
York University

**Dr. L.S. (Al) Rosen, Rosen and Associates**  
Limited, Litigation and Investigative  
Accountants; Professor Emeritus of Accounting  
Schulich School of Business, York University

**Robin B. Schwill, Davies Ward Phillips**  
& Vineberg LLP

**Helen Sinclair, Founder and Chief Executive**  
Officer, BankWorks Trading Inc. and BCN.tv

**Ajay K. Sirsi, PhD, Associate Professor**  
Marketing, Schulich School of Business  
York University

**Atipol Supapol, PhD, Associate Professor**  
Economics, Chair, Economics Area, Schulich  
School of Business, York University

**Professor Edward J. Waitzer, Jarislowsky**  
Dimma Mooney Chair in Corporate Governance  
Osgoode Hall Law School and Schulich School of  
Business, and Senior Partner, Stikeman  
Elliott LLP

## Director's Message

More than ever, business clients expect timely, relevant and cost-effective advice from their lawyers, whether on large one-time transactions or day-to-day corporate matters. Where law school is supposed to teach you to "think like a lawyer", this program will increase your effectiveness as a legal adviser by teaching you to "think like a client".

I invite you to enroll in **The Certificate in Business for Lawyers**. By learning the analytical frameworks and "rules of thumb" that your clients use to make business decisions, you'll become a better and more informed adviser to your clients, and you will be better able to tailor your analysis and advice to their needs.



**Doug Harris, Vice President and**  
Associate General Counsel, Investment  
Industry Regulatory Organization of  
Canada (IIROC)



### Information Sessions

**Join us for a free 1-hour Online Information Session**

Real-time webinar with an opportunity to ask questions.

Choose from:

**October 4, 2010 • November 9, 2010**  
1:00 pm - 2:00 pm EDT/EST

You will be sent login details once you register for a session.

**To register visit [www.osgoodepd.ca](http://www.osgoodepd.ca)**

Register online today at [www.osgoodepd.ca](http://www.osgoodepd.ca)

## CONVENIENT REGISTRATION OPTIONS

### ONLINE

[www.osgoodepd.ca](http://www.osgoodepd.ca)

### FAX

You may also download and print a Registration Form from [www.osgoodepd.ca](http://www.osgoodepd.ca), complete and fax to Osgoode Professional Development at 416.597.9736.

### MAIL

Mail your downloaded Registration Form to:  
Osgoode Professional Development  
1 Dundas St. W., 26th Floor  
Toronto, ON M5G 1Z3

### PHONE

Call us at 416.597.9724 or 1.888.923.3394

### PROGRAM DATES

January 24, 2011 - April 18, 2011 (9 modules over 13 weeks)  
For detailed module dates & times, please refer to the Curriculum.  
Enrolment is strictly limited, please register early.

### PROGRAM LOCATION

The Miles S. Nadal Management Centre  
222 Bay St., 5th Floor  
Ernst & Young Tower, Toronto Dominion Centre  
Toronto, Ontario M5K 1K2

### CERTIFICATE OF PROGRAM COMPLETION

You will receive a framed certificate upon completion of **The Certificate in Business for Lawyers**. Participants must attend all program modules to receive a certificate.

### PROGRAM FEE

**\$7,500 plus 13% HST for a total of \$8,475.**  
Fees include attendance, program materials, continental breakfast, lunch (full day sessions only) and refreshments for each of the 9 days of the program. Please inquire about group discounts. Fees paid by individuals are eligible for a tuition tax credit.

### CANCELLATIONS/RAINCHECKS/SUBSTITUTIONS

If you are unable to attend the program your organization may name a replacement. A full refund will be issued for cancellations received a minimum of 21 days before the program start date. Written cancellations received after this date will include an administration charge of \$1,000. Non-attendance or withdrawal after program start date will incur a full program fee.

Modules, speakers, topics, dates, fees, locations and applicable taxes subject to change.

### FOR FURTHER PROGRAM-RELATED INFORMATION

Contact: David Thomas, Program Lawyer  
at 416.673.4672 or email [dthomas@osgoode.yorku.ca](mailto:dthomas@osgoode.yorku.ca).

*Gain knowledge that will help  
develop stronger, more effective  
links with your clients*

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### STILL HAVE QUESTIONS?

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