

# ACADEMY *of* EXECUTIVE EDUCATION



## PROGRAM OFFERINGS

**Board of Directors'  
Education and Training**



ACADEMY OF EXECUTIVE EDUCATION (AEE) was created to better serve the educational needs of business executives around the globe. We deliver top-quality business school instruction in a convenient, relevant, and economic format.

AEE's professionals are seasoned educators and business executives from top business schools such as Harvard, Yale, and Dartmouth, as well as successful multinational and entrepreneurial firms. Using the case study method and interactive, engaging classroom discussions, we explore critical issues facing businesses today. Our combination of academic insight and practical experience enables participants to quickly grasp the basic concepts and to learn from the experiences of local and global businesses and investors.

## EXPERIENCE AND METHOD

### Our global experience

Our professionals have deep experience educating executives in North America, the Middle East, and Asia. Our founder, Nabil N. El-Hage, was a Professor of Management Practice at Harvard Business School and currently serves as Program Director of the Financial Institutions Directors' Education (FIDE) Program offered by the ICLIF Leadership and Governance Centre in Malaysia.

AEE's clients include universities, multinational corporations, sovereign wealth funds, pension funds, and family businesses in Malaysia, China, Saudi Arabia, the United Arab Emirates, Kuwait, Bahrain, Canada, and the United States. Clients praise our courses and instructors for making challenging, difficult topics understandable and interesting.

### How we teach

Most AEE courses run two to four days, depending on client preference. Participants will learn topic fundamentals vital to executives, explore key issues and trends, and gain practice in applying knowledge in actual business scenarios.

Real-world cases and simulated scenarios, in which participants react as involved decision makers, are key elements of our approach. Rather than passively listening to a one-sided lecture, participating executives engage in active discussions that demand critical thinking. Professors structure discussions, steering the dialogue to cover key points and drive home lessons. Because classes are small—from 15 to 40 executives or board members—everyone is able to interact, participate, and learn. Participants find the experience fast-paced, relevant, memorable—and excellent training for actual decision making.





## CORPORATE GOVERNANCE

This comprehensive corporate governance course addresses the critical questions “To whom do corporate officers and directors owe responsibilities? What is the nature of these responsibilities, and how are they fulfilled?” Through case studies, we examine the obligations to shareholders, customers, employees, and the public. We show how every decision should be tested with three lenses: financial, legal, and ethical. We also focus on the role of the board and its committees, as well as the impact of the board’s actions in instituting or reinforcing a corporate culture.

## CORPORATE FINANCE

We examine how firms allocate, manage, and invest financial resources to create and sustain shareholder value. We first focus on financial management and how firms use financial resources to support corporate strategy, reduce risk, and maximize value. We discuss companies experiencing rapid growth, plus the risks of such a financial strategy and its sustainability. We then turn to how firms create value by mergers, acquisitions, and restructuring, exploring what makes these actions successful or harmful, and how firms can create and realize value.

## PROFESSIONAL MANAGEMENT OF THE FAMILY BUSINESS

Family-owned businesses are vital to the world’s economy but face a unique set of challenges. This course examines the governance, management, and leadership development issues faced by businesses as they manage the added complexities and conflicts of family ownership. We focus on the effective functioning of the Board of Directors and explore the opportunities presented by introducing professional management practices. We also delve into the issues of succession, continuity, and the development of family members as future business leaders.

## PRIVATE EQUITY

This course introduces the analytical tools, techniques, and best practices used to evaluate, structure, and manage private investments. By examining how successful investors create value and manage portfolios, we draw conclusions about what corporate managers can learn from the private equity industry’s approach to value creation. Following the life cycle of a private equity transaction, we look at where value is created, from deal sourcing, due diligence, and structuring through closing, monitoring, and adding value before exiting an investment.

## What we teach

We focus on areas critical to the success of board members who must oversee management in building and sustaining a large, profitable enterprise. We have found that boards are best served by having a practical understanding of corporate governance, corporate finance, and sources of corporate value creation, which we teach from the point of view of senior management, the board, and the investors.

With that as a foundation, we then provide a series of programs from which executives and/or board members can choose their areas of greatest need and interest, such as strategy, leadership development, portfolio management, turnaround management, and innovation and entrepreneurship.

*“My instructor was dynamic, effective, and engaging.”*

*“Excellent at explaining concepts in a simple and intuitive way.”*

*“His ability to explain theoretical concepts and drive them home with real world examples is much appreciated.”*

*“Makes the class relevant to decisions professional managers face.”*

# SAMPLE COURSE OFFERINGS

## Program faculty



**Nabil N. El-Hage** is a corporate governance and finance expert. Prior to founding AEE, he was a Professor of Management Practice at Harvard Business School, where he taught corporate governance, corporate finance, private equity, and other executive education courses. He also has operating and private equity investing experience as Chairman and CEO of retail chain Jeepers! Inc.

He has taught and consulted for leading financial institutions and serves on four boards of directors, including a listed multinational Property and Casualty insurance company and a MassMutual Life Insurance Co.-affiliated \$25-billion mutual fund complex.



**Youssef A. Nasr** worked with the HSBC Group for over 35 years. His roles included President and CEO of HSBC Canada, President and CEO of HSBC USA & North America, President of HSBC Brazil, and Group General Manager of South America. In 2007, he was made Chairman and CEO of HSBC Middle East & North Africa. He was also CEO of HSBC Amana. He serves on boards of companies in private equity, electricity generation, real estate, and infrastructure.



**D. Quinn Mills** is the Albert J. Weatherhead, Jr. Professor of Business Administration, Emeritus at Harvard Business School. He consults with corporations and governments and lectures about strategy, leadership, management, economics, and geopolitics. He is an expert on the differences between Asian and Western leadership styles and a member of the Innovation Council of Malaysia, a ministry-level council chaired by the Prime Minister.



**Christopher Payton** is a co-founder of AEE. He has served as both a Teaching Fellow and a Research Associate at Harvard Business School, where he taught finance to first year MBA students, authored case studies, and developed new courses. He is also an experienced private equity investor, with a background in fund investing and middle market buyouts.



**Kenneth Sanginario** has provided companies with financial and operational leadership for over 25 years, most recently as a founding Partner of NorthStar Management Partners, a turnaround management and corporate finance consultancy. He specializes in crafting strategies in turnaround and workout scenarios, raising equity and debt capital, and M&A advising. He has authored numerous articles on turnaround management and corporate valuations.



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