



Nottingham Law School
Practitioner Courses
Excellence in Professional Legal Education



Welcome to Nottingham Law School

Investing in continuing professional development is more than just an exercise to fulfil the SRA's CPD requirement. It is about developing your lawyers to ensure that they reach their full potential for the benefit of the firm. Nottingham Law School provides an all-round service in professional legal education offering a range of training courses to meet your needs from trainees to senior partners.

To ensure that your lawyers receive the best possible learning experience, our courses are delivered to small groups. Every course that we deliver focuses on the practical skills that your lawyers need, helping them to develop as better practitioners.

Enclosed are the details of the standard courses that we offer. We can tailor any of these courses to meet your individual requirements. We also provide a consulting service where we work with you to design individual courses to meet your particular training needs or to help you plan a structured training programme.

We can deliver courses at your offices, at our teaching facility in Nottingham or at locations throughout the UK and abroad.

If you are looking for a course in an area not featured in this brochure then please contact us. As one of the largest Law Schools in the UK we can draw upon a wealth of experience to deliver the course you really want.

Jane Ching

Nottingham Law School

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Insolvency Topics

0-3 PQE

1 Day

Nottingham Law School has acknowledged research and teaching strength in insolvency topics at both domestic and international level and offers an LLM in Insolvency Law. In the current economic climate a basic knowledge of insolvency matters is important for all young lawyers, whether they are being deployed in that area of practice or whether they need to understand the implications for transactional work or in connection with litigation. More senior lawyers may need to refresh their knowledge. Working with the list which follows, we will work with you to select a suitable number and range of topics for the needs of your staff (the number and depth of topics, as well as the mode of delivery, will then determine the length of the course and the appropriate number of students).

Overview topics

- Different types of insolvency regime (liquidation, administration, administrative receivership, bankruptcy, CVAs and IVAs): differences, similarities; effects; routes in and out; interrelationships, role of officeholders, role of the official receiver and the Insolvency Service (where relevant).

Contentious insolvency

- Transaction avoidance (advising either the insolvent client and directors or advising the officeholder).
- Director's liabilities (advising both the insolvent client and directors or advising the officeholder).
- Using insolvency proceedings for debt collection (compulsory liquidation and bankruptcy).
- Contested winding up proceedings.

Transactional

- Corporate rescue: administration, CVAs, possible outcomes of rescue procedures, administrative receivership, schemes of arrangement.
- Asset sales by the officeholder in administration including pre-packaged administrations.
- Exiting administration (CVAs, liquidation, dissolution).
- Validity of appointment of a receiver or administrator by debenture holder / bank
- Use of schemes of arrangement in large scale restructuring.

International

- Comparative corporate rescue law: EU; USA; England and Wales; France; Germany; informal strategies (e.g. debt helplines encouraged by the EU); transitional economies.
- Cross-border insolvency: common law responses to problems arising from transnational business insolvency; EC regulation on insolvency proceedings; UNCITRAL model law; Cross Border Insolvency Regulations 2006.

During the course delegates will:

cover, through lecture, discussion and other activities, selected topics in insolvency law and practice, potentially ranging, as negotiated with the firm, from a general overview for those unfamiliar with the area of law, to more detailed coverage of specific topics surrounding insolvency in the international arena.

On successful completion of this course delegates will be able to:

- understand and critically analyse the topics presented.

This course is normally delivered over a period to be negotiated and is aimed at 0-3 years PQE plus as well as a refresher course for more senior lawyers.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

For further information contact:

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Insolvency Workshop

0-3 PQE

1 Day

Nottingham Law School has acknowledged research and teaching strength in insolvency topics at both domestic and international level and offers an LLM in Insolvency Law. In the current economic climate a basic knowledge of insolvency matters is important for all young lawyers, whether they are being deployed in that area of practice or whether they need to understand the implications for transactional work or in connection with litigation. More senior lawyers may need to refresh their knowledge. This intensive workshop both raises general awareness of insolvency issues but also places insolvency issues in context.

During the course delegates will:

- be led through the main insolvency-related issues arising in a business collapse with the involvement of secured lenders;
- consider restructuring options from the contrasting perspectives of the management team; the secured lenders; trade creditors and insolvency practitioners.

On successful completion of this course delegates will be able to:

- grasp the differing perspectives of the different parties involved in a business collapse and the key legal and commercial issues arising;
- have assimilated the basic skills and substantive legal knowledge appropriate to working on a restructuring in these circumstances.

This course is normally delivered over one day and is aimed at 0-3 years PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Conflicts and Confidentiality Workshop

Partner / Senior Associate

1 Day

The aim of this workshop is to focus upon “conflict risk” as a business risk as well as a legal issue. A mistake in the handling of a conflict issue can lead to problems in client relationship management, loss of important clients and sector profile as well as unwelcome media intrusion and the cost of an injunction hearing. In addition to an overview of the current law relating to conflicts and confidentiality, the course will consider the practical ramifications of recent case law developments as well as the Solicitors’ Code of Conduct 2007 (especially Rule 5) and the position of supervising partners as the conflict “gatekeepers” of the firm, through a series of workshop exercises.

The educational aim of the workshop is to encourage and provide a forum for discussion of the current conflicts and confidentiality regime. It is for senior associate / partner level or those who exercise management functions.

During the course delegates will consider:

- conflict and confidentiality as a risk issue for law firms;
- reasons behind the increased prevalence of ‘conflict situations’;
- definitions of conflict;
- types of conflict;
- the nature of the fiduciary relationship;
- informed consent and express and implied terms;
- what constitutes confidential information;
- risk disclosure;
- new amendments proposed by the SRA;
- practical conflict management;
- conflict as a compliance issue for law firms.

On successful completion of this course delegates will be able to:

- identify conflict and confidentiality as a business risk as well as a legal issue;
- understand the nature of conflict, the legal and regulatory landscape, the problems of definition and the practicalities underpinning management methods;
- plan and implement strategies to detect and if appropriate, manage questions of conflicts and confidentiality;
- thereafter, reflect on the discussion issues raised throughout the training day thus facilitating transfer of those issues into their area of expertise.

This course is normally delivered over one day and is aimed at senior associates or partners

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

1 - 3 Years PQE, 3 Years PQE +

1 Day

Part I of the Consumer Protection Act 1987 implemented into domestic law the EC Product Liability Directive 1985/374/EC. The basis of the Directive is liability without fault for damage caused by defective products, and its aim is the fair apportionment of risk between producer and consumer. Primary defendants are the manufacturer, the own-branding and the importer into the EU so that there is always an EU-based defendant to sue. Additional liability may be incurred by a subsequent member of the supply chain who cannot, when requested, identify its predecessor in title to the product in question.

During the course delegates will:

- consider the cases explaining the meaning of the concept of a “defective product”;
- consider the defences available to a defendant under the Act and, in particular, the defence that the defect was unforeseeable at the time of supply of the product;
- consider the special limitation provisions;
- the nature of damage eligible for compensation;
- rules on contracting out of liability;
- the inter-relationship between liability under the Act and liability in contract and tort.

On successful completion of this course delegates will be able to:

- identify the cause of action under the Act;
- advise on criteria for liability and recoverability of damage;
- advise on the availability to clients of the statutory defences.

This course is normally delivered over one day and is aimed at 1-3 PQE or any experienced litigator or contracts drafter wishing to acquire familiarity with the modern product liability regime.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Mandatory Regulation Toolkit Masterclass

Anyone involved in regulation

2 Days

This two day masterclass is designed to demystify the area of mandatory regulation. It will provide participants with the opportunity to construct their own “regulatory toolkit” to better tackle the demanding, rigorous and uncertain terrain of mandatory regulation from the contrasting perspectives of compliance, challenge and enforcement in whatever regulatory environment they find themselves working.

During the course delegates will:

- address various generic and core themes in regulation to provide them with the conceptual framework of legal principles and skills with which to better tackle regulatory issues on a systematic basis in any regulatory environment operating throughout the EEA or just in the UK.

On successful completion of this course delegates will be able to:

- appreciate central themes in regulation theory within the context of their practical application in a variety of areas such as corporate governance, the delivery of services (financial, professional, healthcare, transport, utilities, education and social care) and the manufacture, distribution and retail of products (general, food and medical).

The course is designed to equip delegates with both an overview of, and a systematic approach to, the theory and practice of regulation including such regulatory concepts as: identity; hierarchy; purpose; public and private effects; environment; applicable enforcement methods; applicable sanction regimes and consequent defences; regulatory exposure; of compliance structure alignment; and calibration of organisational risk tolerance.

It will be of particular value to anyone expecting to encounter a regulatory environment presently unfamiliar to them, or having to handle regulatory issues across a variety of discrete regulatory environments.

It will also be of interest to someone interested in acquiring a critical appreciation of the need to establish and properly apply the above concepts in the compliance, challenge and enforcement of mandatory regulation.

The course is designed as the first of a series of Regulatory Masterclasses to include two-day sessions in various generic and specific regulatory environments details of which can be provided on request.

This course is normally delivered over two days and is aimed at all those who are involved in regulation whether at an operational or a strategic level.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Project Management and Strategic Planning in Litigation

2 - 4 Years PQE

1 Day

Minimising costs to both the client and the firm is a key concern of every litigator. Effectively minimising costs depends on identifying at the outset both the work to be carried out and the most time and cost efficient way of doing this work. Clients need to know the likely timescales involved and what their role in the litigation will be.

During this course delegates examine techniques for analysing a case, identify where further investigation is needed and the most effective and efficient way of carrying out such investigations. Delegates identify the legal and non legal risks attaching to litigation and examine strategies for quantifying and managing risk, such as decision tree analysis and use of Part 36.

Delegates are introduced to project management techniques and, in particular, project management schedules in the context of case management and costing.

During the course delegates will:

- analyse a case and develop a case theory;
- identify outcomes for resolution of the dispute;
- consider techniques for identifying and quantifying risk;
- consider techniques for transferring risk, in particular Part 36;
- consider project management techniques;
- prepare a project management schedule, including costs, for a case;
- present and explain the project management schedule and costs to the client.

On successful completion of this course delegates will be able to:

- undertake a case analysis and develop a coherent case theory;
- identify areas of strength and weakness and formulate strategies for further investigation;
- identify and quantify legal and non legal risks and construct a strategy for dealing with these;
- prepare a comprehensive project plan for a case including timing, resources required (human and financial) and steps to be taken.

This course is normally delivered over one day and is aimed at 2-4 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Security for Costs

0 - 3 Years PQE

1 Day

In the current financial climate, applications for security for costs against the foreign-resident claimant or impecunious “company or other body” in particular, have gained increased significance. The familiar jurisdiction under Companies Act 1995, section 726 has been repealed but case law purporting to make sense of the criteria governing the jurisdictional threshold and the exercise of the discretion, as well as determination of the burden of proof and the evidential burden create a minefield for the unwary.

During the course delegates will:

- analyse the various jurisdictional thresholds for the award of security for costs under CPR Part 25, Part 3 or otherwise;
- analyse the principles governing the exercise of the discretion; the burden of proof and the evidential requirements;
- consider unusual cases including applications against defendants, applications for security for the costs of an interim application alone; applications under the inherent jurisdiction;
- using a scenario, evaluate a set of facts against these principles so as to advise the client of the risk involved in making or defending the application (this can be presented as an advocacy exercise in which delegates argue the case if appropriate).

On successful completion of this course delegates will be able to:

- understand and analyse the procedural rules, legislation and case law relating to security for costs applications as they arise in the commercial litigation context;
- apply those principles to facts and evaluate the chances of success.

This course is normally delivered over one day and is aimed at more junior lawyers. It would be possible to incorporate an update into it for more senior delegates.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Drafting Statements of Case

0 - 2 Years PQE, 2 - 4 Years PQE

1 Day

During this course delegates tackle drafting statements of case from first principles. Delegates analyse the case to arrive at a case theory and develop this as a basis for the structure of Particulars of Claim. Analysis of Particulars of Claim leads to development of a case theory and structure for a Defence and Counterclaim. Delegates' skills are then developed further, in the context of a case study, so they are able to draft competent, precise and concise statements of case.

The course can be delivered at various levels, tailored to the needs and experience of delegates.

During the course delegates will:

- conduct a case analysis;
- identify causes of action and develop a case theory;
- identify an appropriate structure for particulars of claim in a variety of scenarios;
- draft full Particulars of Claim;
- analyse Particulars of Claim;
- draft a full Defence and Counterclaim.

On successful completion of this course delegates will be able to:

- analyse a case and identify appropriate causes of action;
- formulate a case theory;
- draft accurate, concise and clearly structured Particulars of Claim;
- analyse Particulars of Claim in order to construct a defendant's theory of the case;
- draft an accurate, concise and clearly structured Defence and Counterclaim.

This course is normally delivered over one day and is aimed at 0-2 PQE or 2-4 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Drafting Statements of Case

0 - 2 Years PQE, 2 - 4 Years PQE

2 Days

This intensive two day course focuses on developing precision and clear structure in drafting statements of case. The course moves from using case analysis to identify causes of action, to drafting statements of case, critically analysing statements of case, identifying appropriate amendments and considering grounds for applications for amendment and strike out. This is not an advocacy course but delegates will be expected to defend their decisions on amendments!

The course can be delivered at various levels, tailored to the needs and experience of delegates.

During the course delegates will:

- conduct a case analysis to identify causes of action and a case theory;
- draft Particulars of Claim;
- construct a defendant's case theory;
- critically analyse statements of case prepared by others;
- draft amendments to statements of case;
- defend / attack these in oral debate.

On successful completion of this course delegates will be able to:

- identify accurately available causes of action;
- construct a case theory;
- draft precise, concise and accurate statements of case;
- identify appropriate and defensible amendments to statements of case;
- draft amendments to statements of case.

This course is normally delivered over two days and is aimed at 0-2 PQE or 2-4 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Written Advocacy and Skeleton Arguments

0 - 5 Years PQE

1 Day

This course is normally delivered over one day. It is primarily aimed at less experienced practitioners but experienced litigators may find it useful to refine their experience based skills.

Skeleton arguments are an essential persuasive tool in many hearings from a simple interim application to the Court of Appeal. They are often the first document the decision maker reads.

This course is based on learning by doing. After a short lecture on the history and role of skeletons, delegates will be introduced to a method of planning and outlining their skeleton arguments.

During the course delegates will:

- outline two skeleton arguments based on applications for summary judgment and security for costs in a case study;
- develop a full skeleton argument for one application;
- receive feedback.

On successful completion of this course delegates will be able to:

- plan the structure of an argument;
- create an outline skeleton argument;
- write a full skeleton argument for an interim application;
- extend their knowledge so as to draft skeletons in more substantial matters;
- write an argument clearly and persuasively.

This course is normally delivered over one day and is aimed at 0-5 years PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Advocacy in Interim Applications

0 - 3 Years PQE, 2 - 4 Years PQE

2 Days

This course focuses on developing the skills necessary for both making and resisting interim applications before the Master or District Judge, in particular examining techniques for analysing the relevant rules and case law; constructing a legal and factual submission and presenting this persuasively to the Master or District Judge. The course is presented in the context of an application for summary judgment and cross application for security for costs but the techniques used are transferable to any interim application. The course can be delivered at various levels tailored to the needs and experience of the delegates.

During the course delegates will:

- undertake a case analysis;
- consider the duties and obligations of the advocate in relation to interim applications;
- both make and resist an interim application;
- practise document handling skills.

On successful completion of this course delegates will be able to:

- conduct a with notice application;
- structure and present a persuasive address to the Master or District Judge to achieve brevity and clarity;
- introduce and refer to documents effectively during an application.

This course is normally delivered over two days and is aimed at 0-2 PQE or 2-4 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Telephone Advocacy

0 - 3 Years PQE, 2 - 4 Years PQE

1 Day

Increasingly, an individual's first experience of advocacy in civil litigation is not in a courtroom but at a hearing convened over the telephone. The advocate loses the opportunity to judge the extent to which the judge is following the argument, or even whether the judge is looking at the same page of the bundle. No signals in response are received from the opposing advocate. Advocates with similar sounding voices need to be clear that the judge can distinguish between them. This course, which can be delivered in-house or entirely over the telephone, allows individuals to practise and receive feedback on advocacy in voice alone.

During the course delegates will:

- consider the types of civil hearing that might be conducted over the telephone and any specific rules of procedure affecting them;
- evaluate differences in approach between face to face and telephone hearings;
- conduct a telephone hearing as judge;
- conduct a telephone hearing as advocate;
- receive feedback and draw conclusions.

On successful completion of this course delegates will be able to:

- understand the rules relating to procedure and practice for telephone hearings;
- conceptually understand specific challenges arising in the context of advocacy conducted over the telephone rather than face to face;
- conduct telephone advocacy in straightforward cases efficiently and persuasively;
- identify a series of techniques that they can employ in telephone advocacy in the workplace.

This course is normally delivered over one day and is aimed at 0-3 PQE or 2-4 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

In particular, the telephone hearings could be convened "in real time" during office hours with tutor attendance and feedback by conference call.

Interim Applications and Case Management Conferences

0 - 2 Years PQE, 2 - 4 Years PQE

2 Days

Interim applications can win or lose a case. A successful application for summary judgment is an obvious example, but the outcome of an application for security for costs or for specific disclosure can have equally fundamental effects on the outcome of the case.

It is essential that young lawyers develop the skills and confidence to deal competently with interim applications and Case Management Conferences (CMCs). This intensive course focuses on developing delegates' analytical, preparatory and advocacy skills (both written and oral) and on building delegates' confidence in using those skills to the client's advantage.

During the course delegates will:

- conduct a case analysis and construct a case theory;
- consider the duties and obligations of the advocate;
- prepare and deliver a submission in a summary judgment application;
- draft and use a skeleton argument;
- prepare and deliver a submission in a security for costs application;
- prepare and deliver submissions on disclosure and other directions.

On successful completion of this course delegates will be able to:

- make an application to the Master or District Judge;
- structure an address to the Master or District Judge to achieve brevity and clarity;
- conduct a with notice application;
- introduce and refer to documents effectively during an application;
- draft and use a skeleton argument to assist in oral argument;
- draft and use a case summary;
- represent a party effectively at a CMC.

This course is normally delivered over two days and is aimed at 0-2 PQE or 2-4 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Drafting and Interim Advocacy

0 - 3 Years PQE

2 Days

Faced with a file of documents, notes and proofs of evidence, how do you start to draft Particulars of Claim? How do you analyse Particulars of Claim effectively and create a clear and well structured defence?

Using the statements of case as a framework defining the issues in the case, how do you then ensure that the Case Management Conference (CMC) results in directions and orders that allow efficient and cost effective progress in the case?

This course brings together two of the central skills for the litigator, drafting and interim advocacy. Delegates will explore techniques for analysing the available evidence, drafting statements of case and making effective use of the CMC.

During the course delegates will:

- analyse evidence and construct a case theory;
- draft particulars of claim;
- draft a defence;
- participate in an interim application;
- participate in a CMC.

On successful completion of this course delegates will be able to:

- draft particulars of claim based on a sound case theory;
- analyse particulars of claim and draft a comprehensive defence;
- make persuasive submissions in interim hearings;
- identify appropriate directions;
- conduct a CMC effectively.

This course is normally delivered over two days and is aimed at 0-3 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Cognitive Interviewing and Witness Statements

0 - 3 Years PQE

2 Days

Obtaining full and accurate evidence from a witness, often a considerable time after the event, is challenging for lawyers. Witnesses may not recall precisely the sequence in which events occurred or they may not recall vital detail. Cognitive interviewing uses questioning techniques that enable the witness to recover recall of events and bring back to mind vital points. This course introduces delegates to these techniques, demonstrates how effective the techniques are and allows delegates to practise using the techniques.

The course then examines in detail the skills necessary for translating the information obtained from interviews into accurate and persuasive witness statements.

During the course delegates will:

- observe a demonstration of the skills involved in cognitive interviewing;
- participate in interviews using cognitive techniques as both interviewer and interviewee;
- discuss the use of cognitive interviewing techniques in interviewing potential witnesses;
- examine techniques for identifying appropriate structures for witness statements;
- draft witness statements and receive feedback and ideas for future improvement.

On successful completion of this course delegates will be able to:

- analyse the use of cognitive interviewing techniques;
- conduct an interview using these techniques;
- identify appropriate approaches to drafting witness statements;
- draft witness statements in an accurate and persuasive way.

This course is normally delivered over two days and is aimed at 0-3 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Cognitive Interviewing

0 - 3 Years PQE, 3 - 5 Years PQE

1 Day

Obtaining full and accurate evidence from a witness, often a considerable time after the event, is challenging for lawyers. Witnesses may not recall precisely the sequence in which events occurred or they may not recall vital detail. Cognitive interviewing uses questioning techniques that enable the witness to recover recall of events and bring back to mind vital points. This course introduces delegates to these techniques, demonstrates how effective the techniques are and allows delegates to practise using the techniques.

During the course delegates will:

- observe a demonstration of the skills involved in cognitive interviewing;
- participate in interviews using cognitive techniques as both interviewer and interviewee;
- discuss the use of cognitive interviewing techniques in interviewing potential witnesses.

On successful completion of this course delegates will be able to:

- analyse the use of cognitive interviewing techniques;
- conduct an interview using these techniques.

This course is normally delivered over one day and is aimed at either 0-3 PQE or 3-5 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Solicitor Advocates: Advocacy Clinic

PQE: Solicitor Advocates

1 Day

This is a highly interactive course that has been specifically designed for Solicitor Advocates. Through the use of a case study delegates practise and develop key advocacy skills. All delegates make a legal submission followed by an opportunity to choose between developing cross examination or direct examination skills. Delegates are filmed throughout the day and then given the opportunity to review their performance. This course satisfies the SRA's CPD requirement for Solicitor Advocates.

During the course delegates will:

- consider the key aspects of a cross examination, including:
 - conditioning the witness (yes / no) and establishing rhythm
 - witness issues – biased / evasive / talkative / “smart” / vulnerable
 - regaining witness control once lost: (candour / pause / use of documents)
 - controlling emotion (including your own)
 - structuring cross-examination and sequencing (favourable issues first)
 - function of cross: obtain helpful evidence / qualify in chief evidence / impeach earlier evidence
 - approaches to impeachment (inconsistent statements / omissions) – commit / validate / confront
 - pace

- focus on the points of submissions, including:
 - structure
 - case analysis and theme
 - judicial intervention
- perfect expert witness examination;
- how to introduce evidence and use of visual aids and IT in the courtroom;
- developing vocal skills, including:
 - projection
 - protection

On successful completion of this course delegates will be able to:

- satisfy the SRA CPD requirement for Solicitor Advocates.

This course is normally delivered over one day and is a specialist CPD course for Solicitor Advocates.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Advanced Negotiation: the Psychology and Ethics of Negotiation

5 Years PQE +

2 Days

This advanced and intensive course for experienced negotiators examines the various techniques for conducting an effective negotiation, and deconstructs some long-standing “negotiation behaviours”. Drawing on the latest work in negotiation theory and practice, delegates will examine effective preparation for negotiation, including constructing opening offers and agendas and whether in doing so they will “control the board” during the negotiation; the various styles of negotiation that can be adopted; and specific techniques for dealing with particular circumstances (for example dealing with dominant or difficult people). There is also consideration of the psychology of negotiation, with input from a specialist in occupational psychology, and a discussion of the perennial problem: how do I know if they are lying to me? The ethical dimension of negotiation is also considered. This course aims to enable delegates to recognise their own “default” negotiation style, and the various techniques available that can be employed to extend the strategic range of a negotiator when the “default style” has been exhausted. There is extensive participation in simulated negotiation throughout the course.

During the course delegates will:

- experiment with approaches to preparing opening offers – consideration of the effect of the opening, and responding to the offer, and refocusing the negotiation in difficult circumstances;
- consider effective agenda setting and structuring of a negotiation;
- experiment with techniques for dealing with / responding to different styles of negotiation and consideration of the “default style” adopted by an individual;
- consider the new developments in the theory of the “Psychology of Negotiation” – issues such as: does the first offer “control the board”? The growing focus on needs, roles, status in a negotiation; “Am I the barrier to settlement?”;
- negotiating as part of a negotiation team: managing expectations and generating options;
- consider the ethical dimension – The “Is that your final offer” dilemma;
- consider the importance of active listening in negotiation;
- participate in simulated negotiations throughout.

On successful completion of this course delegates will be able to:

- identify their own preferred negotiation style;
- use appropriate techniques to recognise, deconstruct and respond to those with other negotiation styles;
- understand the role of psychology in negotiation;
- understand the ethical dimension in negotiation;
- be aware of the recent developments in negotiation theory and practice;
- understand the role of non verbal communication in negotiation.

This course is normally delivered over two days and is aimed at 5 years PQE+ delegates and / or experienced non lawyer negotiators.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Negotiation Techniques

0 - 3 Years PQE

1Day

This intensive course examines techniques for conducting an effective negotiation. Delegates examine effective preparation for negotiation, including constructing opening offers and agendas. They examine the various styles of negotiation that can be adopted (both by themselves and other parties to the negotiation), and specific techniques for dealing with particular circumstances, for example dealing with dominant individuals or those more experienced and how these can be used. There is extensive participation in simulated negotiation throughout the course. The ethics of negotiation are also considered.

During the course delegates will:

- experiment with approaches to preparing opening offers;
- consider effective agenda setting and structuring of a negotiation;
- experiment with techniques for dealing with / responding to different styles of negotiation;
- participate in simulated negotiations.

On successful completion of this course delegates will be able to:

- effectively frame an appropriate opening offer;
- identify their own preferred negotiation style;
- use appropriate techniques to respond to those with other negotiation styles;
- understand the role of non verbal communication in negotiation.

This course is normally delivered over one day and is aimed at 0-3 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Mediation Skills: Tactics for Lawyers

1 - 3 Years PQE, 3 - 5 Years PQE

2 Days

Mediation is an increasingly important mechanism for resolving disputes. Every lawyer involved in dispute resolution needs to have a full understanding of the process and of how to achieve an outcome consistent with the client's aims and interests.

This course goes beyond considering the mechanism of mediation. Delegates also examine the hallmarks of cases that are, and are not, suitable for mediation, identify techniques for determining where the client's best interest really lies and consider how to address, before a Master / District Judge, the suitability or otherwise of a case for mediation within the context of CPR Part 1 and current case law.

Delegates also participate in a simulated mediation during which they learn how to manage the client and the mediator effectively to achieve the best possible outcome for the client.

The course can be delivered at various levels, tailored to the needs and experience of delegates.

During the course delegates will:

- analyse the client's (and the other parties') interests and needs, including analysing and quantifying litigation risk;
- consider relevant factors in deciding whether particular cases are suitable for mediation;
- practise persuading other parties of the merits of mediation;
- present submissions to the Master / District Judge on mediation in the context of a CMC;
- participate in a simulated mediation.

On successful completion of this course delegates will be able to:

- analyse and quantify litigation and other risk;
- identify accurately the client's interests and needs;
- assess the suitability of a given dispute for resolution by mediation;
- present a persuasive argument to the court and the other parties in a dispute on the suitability or otherwise of mediation;
- participate effectively in a mediation.

This course is normally delivered over two days and is aimed at 1-3 PQE or 3-5 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

International Arbitration

2 - 4 Years PQE, 4 - 6 Years PQE

2 Days

During this intensive practical course delegates consider specific issues which distinguish international arbitration from litigation in particular. Delegates examine the considerations that apply to drafting the arbitration clause, including comparative analysis of arbitration rules, and consider the practical effects of variations to ICC conditions as well as the impact of differing ethical codes for lawyers in different jurisdictions.

Delegates then participate in aspects of a simulated international arbitration, including drafting terms of reference and considering procedural orders as well as drafting statements of case / memorials. Delegates will then consider the extent of and possibility of challenges to the jurisdiction of the arbitral tribunal.

The course can be delivered at different levels according to the needs and experience of the delegates. A course for more junior delegates may, for example, include or substitute consideration of the advantages and disadvantages of arbitration when compared to litigation; choosing arbitral institutional rules and procedures; the effect of an arbitral award and steps to take when litigation has been commenced in breach of an arbitration clause.

During the course delegates will:

- examine the relevant tactical considerations in selecting international arbitration rules;
- analyse and establish a case theory in relation to both jurisdictional and substantive issues;
- consider ethical issues, terms of reference and procedural orders;
- challenge or defend the arbitral tribunal's jurisdiction;
- draft statements of case / memorials.

On successful completion of this course delegates will be able to:

- understand the tactical considerations attaching to selection of arbitration rules;
- identify key propositions of fact and issues surrounding the jurisdiction of the arbitral tribunal;
- draft comprehensive accurate and clearly structured documents including terms of reference, procedural orders and statements of case / memorials;
- understand current issues in international arbitration.

This course is normally delivered over two days and is aimed at 2-4 PQE or 4-6 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Insurance Law and Practice

Anyone involved in insurance

5 Days

This course is designed to develop participants' understanding of insurance transactions and disputes including the substantive law and regulation attending them, the documentation employed in them, the parties and procedures involved in them, and the skills required of lawyers engaged in insurance work.

During the course delegates will:

- address the conceptual basis of insurance transactions from the perspective of insurance contracts, market practice and regulation to gain a thorough and deep understanding of the law of insurance and its associated practices and regulation.

On successful completion of this course delegates will be able to:

- analyse the core components of insurance deals in the context of any property, liability or expectation interest constituting the subject matter insured;
- apply the utmost good faith principle to the placement and continuance of insurance risks; evaluate insurer's exposures to the insured interest from risks underwritten in the context of valued, unvalued and limited risks;
- interpret and differentiate policy terms and their effects according to their status within the functional hierarchy of insurance clauses;
- appraise the extent, limits and tensions in the exercise of insurers' subrogated rights; compare insurers rights, duties and practices at the contrasting primary, reinsurance and retrocession insurance levels;

- evaluate the extent and effects of the regulation affecting contracts of insurance, the underwriting of insurance and the management of insurance businesses;
- assess the impact of insurance risks, practices, law and regulation on transactional corporate and commercial work for the insurance industry.

This course is delivered in a variety of study packages and is aimed at all those who are involved in the law and practice of insurance regulation. Like an insurance risk this course can be sliced, diced and served over different blocks of time (from half days to entire weeks) amounting in total to five days study and this course can be directed generally at all insurance risks or targeted to particular classes of insurance business (including such contrasting contexts as personal lines, marine, public liability, product liability, professional, errors and omissions, aviation, construction, reinsurance, buildings, employers' liability, motor, specialty risks).

This five day course can be delivered as half day or full day sessions or as a five day block, and is aimed at all those who are involved in insurance.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

State Aid, PFI and Procurement

0 - 3 Years PQE

1 Day

A general awareness of commercial issues arising in connection with state aid and PFI transactions, and a thorough understanding of public and utility procurement regulation, is essential for any lawyer advising commercial clients within, or doing business with, the public or utility / facility sectors of the economy. This course allows lawyers to understand, in the context of the advice they give and the agreements they draft, the current context and effect of such regulation.

During the course delegates will:

- come to understand the scope, inter-relationship and consequences of state aid and procurement regulation in the UK and the EC;
- recognise and understand the particular complexities of PFI transactions;
- advise clients in respect of state aid and procurement issues;
- brainstorm particular fact patterns for solutions to problems raised by such issues.

On successful completion of this course delegates will be able to:

- appreciate the scope, inter-relationship and effect of state aid and public (including utility and facility) procurement regulation;
- advise clients in respect of the key components of such regulation;
- advise clients as to the risks attending non compliance with such regulation;
- recognise the key economic issues involved in PFI transactions and the main players in such transactions and their varying perspectives.

This course is normally delivered over one day and is generally aimed at 0-3 PQE, but can be tailored to more senior delegates.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Joint Ventures and Other Strategic Partnerships

0 - 3 Years PQE

1 Day

Co-operative arrangements and ventures between businesses take many forms and a clear understanding of the different options available for the structuring of those arrangements is a pre-requisite for any lawyer advising on them. This course introduces and explains those options to delegates and gives insight into the commercial and legal issues which drive their selection.

During the course delegates will:

- be afforded the opportunity to gain a clear understanding of the different types of arrangement and business vehicle available for use in joint ventures and other strategic partnerships;
- evaluate the advantages and disadvantages of each such arrangement or vehicle;
- consider the central issues arising for negotiation in respect of such arrangements, including those related to termination arrangements.

On successful completion of this course delegates will be able to:

- appreciate the different forms of arrangement and business vehicle which may be used for joint ventures and other strategic partnerships and the advantages and disadvantages of each of them;
- recognise and understand the documentation required to structure different forms of strategic partnership;
- have assimilated the basic skills and substantive law required to work on such transactions.

This course is normally delivered over one day and is aimed at 0-3 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Management Buy Outs

0 - 3 Years PQE

1 Day

Disposals and acquisitions are the meat and drink of the modern commercial practice. As a vehicle to the understanding of the commercial and legal issues involved, the management buy out (MBO) scenario is particularly powerful because of the dynamic between the existing management team and owners (who know the business only too well) and the venture capitalist business angel financier and the funding bank both of whose focus is on risk. This course gives delegates the opportunity to address not only the particular concerns of an MBO; but also the wider issues of disposal and acquisition.

During the course delegates will:

- be introduced to the documentation, parties, procedures and regulation involved in an MBO / MBI;
- be led through the main commercial and legal issues arising in such transactions;
- brainstorm as a group, prior to advising a client on a simulated MBO, the structure of a particular MBO, the source of finance, the objectives of the parties, the required documents, the roles of the various professional advisers, the critical path of the transaction, the central legal issues and further information required;
- advise the client, and take instructions in respect of the transaction;
- analyse the key issues for negotiation in that transaction;
- engage in group discussion on the commercial priorities of the bank, vendor, MBO team and venture capitalist.

On successful completion of this course delegates will be able to:

- understand the documentation, parties, procedures and regulation involved in an MBO / MBI in contrast to other acquisitions;
- grasp the differing perspectives of the different parties involved in an MBO / MBI and the negotiation and funding dynamic;
- recognise the purpose and effect of common documentation in an MBO / MBI and contrast it with that for other acquisitions;
- have assimilated the basic skills and substantive legal knowledge appropriate to working on such a transaction.

This course is normally delivered over one day and is aimed at 0-3 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Mergers, Takeovers and Acquisitions

0 - 3 Years PQE

1 Day

Complex transactions such as mergers, takeovers and acquisitions can be daunting for junior lawyers who frequently do not get the opportunity to see more than a small part of the transaction they are working on. This course is designed to give corporate lawyers an overview of the issues arising in connection with these transactions, an appreciation of how such deals are initiated, pursued to completion and documented.

During the course delegates will:

- be afforded the opportunity to gain a clear understanding of the issues to be addressed in transactions involving mergers, takeovers and acquisitions;
- be introduced to the relevant regulatory environments, varying according to the nature of the target entity;
- utilise the Takeover Code and relevant legislation;
- be introduced to techniques of project management and team-working;
- brainstorm the issues raised in a simulated transaction;
- participate in group work advice to clients on the process, issues and documentation involved in such transactions and on the tactics available to the parties in both attack and defence and on the duties of the relevant parties.

On successful completion of this course delegates will be able to:

- understand the regulation, documentation, parties, procedures and processes involved in merger, takeover and acquisition activity;
- give general advice in relation to such transactions (including core issues, timescales, deadlines, shareholdings and tactics where targets are publicly listed);
- understand the importance of team working and project management in such transactions;
- utilise the Takeover Code and relevant legislation in relation to such transactions.

This course is normally delivered over one day and is aimed at 0-3 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Corporate Support and the Corporate / Commercial Interface

0 - 3 Years PQE

1 Day

Many junior commercial lawyers do not know what is expected of them by senior corporate specialists when providing support for corporate transactions. This course gives those junior commercial lawyers an insight into the role of a commercial lawyer when providing corporate support, the key issues to be addressed by them and the wider context of the corporate deal to be supported by them.

During the course delegates will:

- consider relevant provisions of the Companies Acts and related legislation / regulation in the context of corporate transactions;
- evaluate the risks and liabilities contained within such transactions;
- address the drafting of warranties and indemnities;
- analyse and brainstorm issues arising in such transactions;
- advise clients / corporate colleagues on purpose of transactional documentation (e.g. disclosure letters and due diligence report);
- attend client meetings to address issues of drafting in a corporate support role.

On successful completion of this course delegates will be able to:

- understand the role of a commercial lawyer in a corporate transaction;
- appreciate the difference between different corporate and non-corporate trading structures and different transaction structures (e.g. share / asset);
- explain the different stages of corporate transactions;
- grasp the differing perspectives of different parties to corporate transactions and the funding dynamic;
- recognise the purpose and effect of common documentation.

This course is normally delivered over one day and is aimed at 0-3 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Corporate Finance and Initial Public Offerings

0 - 3 Years PQE

1 Day

Commercial clients expect their lawyers to be aware of corporate finance issues (including those related to market listing rules) and to demonstrate confidence in dealing with and advising on them. Initial public offerings remain the most likely route for significant expansion by entrepreneurial businesses concerned to retain their own identity and lawyers may have little exposure to IPOs until they handle one. This course is designed to give commercial lawyers an awareness of public listing rules and corporate lawyers an introduction to the handling of IPOs.

During the course delegates will:

- be afforded the opportunity to gain a clear understanding of the mechanics of drafting and structuring IPO documentation by reference to UK LA requirements;
- grasp the financing and other client issues which underpin an IPO;
- appreciate the advantages and disadvantages of coming to the market for an IPO and the client's alternatives;
- evaluate prospectus documents and the purpose and risks of the verification exercise;
- participate in group work advice to clients on the process of IPOs, the regulatory framework and requirements, the required documentation and the duties of directors.

On successful completion of this course delegates will be able to:

- understand the documentation, parties, procedures and regulation involved in an IPO;
- have assimilated the basic skills and substantive law required to work on IPO transactions;
- explain the implications and continuing duties and responsibilities falling on corporate clients and their directors in consequence of a public listing.

This course is normally delivered over one day and is aimed at 0-3 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Competition Law for Commercial Lawyers (an overview of regulation and spotlight on block exemption)

0 - 3 Years PQE

1 Day

A general awareness of competition issues, and a thorough understanding of safe harbour provisions, is essential for any lawyer advising commercial clients. Clients are exposed to the consequences (including punitive fines, extensive damages and even imprisonment) of unlawful practices and illegal agreements. This course allows lawyers (responsible for the advice they give and the agreements they draft) to understand the current context and effect of competition regulation and brings them up-to-date with recent changes.

During the course delegates will:

- come to understand the scope, inter-relationship and consequences of competition regulation in the UK and the EU;
- apply the safe harbour provisions of the vertical block exemption in a transactional context;
- advise their client in respect of those issues;
- seek to recognise potentially unlawful practices in a developed fact pattern;
- advise their client in respect of those practices.

On successful completion of this course delegates will be able to:

- appreciate the scope, inter-relationship and consequences of competition regulation in the UK and the EU;
- advise clients in respect of the key components of that regulation;
- advise clients as to the risks attending breach of competition regulation;
- recognise provisions in agreements which are, or may be, in breach of competition law;
- appreciate how to amend documents to bring them within safe harbour provisions;
- recognise commercial trading practices which may be unlawful from a competition law perspective.

This course is normally delivered over one day and is generally aimed at 0-3 PQE, but can be tailored to more senior delegates.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

EU and UK Competition Law for Commercial Lawyers

0 - 3 Years PQE

1 Day

Commercial lawyers who do not specialise in anti-trust need to have a solid grasp of the basic principles and operation of UK and EU competition law so that they can recognise where there are potential issues. They must be in a position to give basic advice and to recognise when to call on specialist assistance.

This practical course is designed to give delegates a sound grounding in the principles and effect of competition law and its relevance to drafting commercial agreements. It also examines the liabilities, both civil and criminal flowing from breach of anti-trust law.

During the course delegates will:

- examine the aim and purpose of European and UK anti-trust policy and its current application to vertical agreements, cartels and mergers;
- apply issues raised by Article 81 to negotiating and drafting contracts in the context of two case studies;
- apply Articles 82, 87 and 89 in the context of a further case study, including consideration of the various routes for enforcement of these provisions;
- consider the concept of dominance in the context of state aid.

On successful completion of this course delegates will be able to:

- demonstrate an understanding of the principles of UK and European anti-trust law;
- apply this understanding to negotiating and drafting commercial agreements;
- demonstrate a sound understanding of the various routes for enforcement of key provisions, in particular Articles 81, 82, 87 and 89.

This course is normally delivered over one day and is aimed at 0-3 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

IP, IT, Data Protection and Outsourcing

0 - 3 Years PQE

1 Day

A good grasp of intellectual property issues can be of paramount importance in many transactions involving the provision of goods and / or services. There are few transactions nowadays that do not involve information technology issues or concerns. Data Protection rights, duties and liabilities loom large in the minds of many clients and must be understood and addressed by their lawyers. Outsourcing raises many further issues and, in the realistic scenarios of this course, provides an excellent training vehicle for lawyers to address at one time not only outsourcing but also related IP, IT and Data Protection issues too. This course allows lawyers to see all of those issues in context and requires them to develop and apply their knowledge in respect of them.

During the course delegates will:

- seek to understand and identify basic IP and IT issues and jargon in commercial transactions and the key mechanisms for transferring or vesting IP rights and to recognise when IT issues need addressing;
- examine the importance, scope and effect of the law relating to data protection in the transactional context;
- analyse and advise in relation to key IP and IT and Data Protection clauses;
- identify and analyse the key stages and issues in outsourcing;
- brainstorm, advise clients and develop project management skills in a simulated outsourcing scenario.

On successful completion of this course delegates will be able to:

- appreciate the importance of and key issues arising, in the transactional context of IP, IT and data protection issues;
- advise clients in respect of such issues;
- be more confident in their understanding of and approach to outsourcing arrangements;
- play an active role in the planning, documenting and project management of outsourcing arrangements.

This course is normally delivered over one day and is aimed at 0-3 PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Commercial Transactions: an Overview of Deals

0 - 3 Years PQE

2 Days

Building commercial deals is like working on a construction site. Risk awareness must be paramount, the tools and procedures must be understood and the careful following of instructions is essential. Law firms need to be sure their lawyers understand the basics and their lawyers need to be able to apply the basics in a commercial context.

During the course delegates will:

- learn about managing clients and client relationships;
- focus on the issues arising in the commercial dynamic between suppliers and customers in supply agreements;
- consolidate their awareness of relevant legal issues in the context of commercial transactions;
- set up deals by client interview, analysis, negotiation and drafting;
- reflect on the financial and liability outcomes and exposures of the deals created.

On successful completion of this course delegates will be able to:

- appreciate the financial, legal and commercial risk exposure issues of clients concluding supply agreements;
- understand the key concerns of commercial clients and how to manage relationships with them;
- take account of those exposures and concerns in setting up deals;
- recognise the advantages of effective principled negotiation;
- explain the purpose and effect of common boilerplate provisions.

This course is normally delivered over two days and is generally aimed at 0-3 PQE, but can be tailored to more senior delegates.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Agency, Distribution and Franchising

0 - 3 Years PQE

2 Days

The conclusion of appropriate, effective and comprehensive vertical distribution arrangements, whether for goods or services, can be a central component of many instructions from commercial clients to their lawyers. Do their lawyers always appreciate the commercial and legal ramifications of choosing one commercial relationship over another? This course gives commercial lawyers the opportunity to learn what issues drive the choice between agency, distributorship and franchising relationships and what advantages and disadvantages each has to offer over the others.

During the course delegates will:

- take instructions from clients in simulated transactions;
- analyse such instructions to assess which type of arrangement would be most appropriate in the light of the client's instructions;
- advise clients as to the most appropriate commercial relationship and the legal consequences of it being chosen over the others;
- negotiate such arrangements to secure the protections their client wishes to secure by entering into them;
- draft heads of terms covering the main issues to be addressed in such arrangements.

On successful completion of this course delegates will be able to:

- appreciate the central commercial and legal differences between agency, distributorship and franchising arrangements for the distribution of goods or services;
- advise clients as to the legal distinctions between agency, distributorship and franchising and the applicable regulatory environment;
- recognise the commercial advantages of one type of distribution arrangement over another;
- plan effectively for their negotiation of such arrangements;
- recognise what issues should be addressed in the documentation of any deal for the vertical distribution of goods and services.

This course is normally delivered over two days and is generally aimed at 0-3 PQE, but can be tailored to more senior delegates.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Carriage of Goods

0 - 4 Years PQE

1 Day

Commercial lawyers carrying out transactional work are increasingly confronted by the need to have an understanding of the complex laws and principles applying to cross border carriage of goods both in order to advise clients and in the context of drafting agreements.

This intensive and practical course gives commercial non transport specialist commercial lawyers the necessary insight into the operation and impact of multi modal transport law principles for the carriage of goods in the context of commercial transactional work.

During the course delegates will:

- address key legal principles relating to multi modal carriage by sea air and rail and the impact of the various international conventions that apply;
- analyse the impact of these in the context of a simulation involving outsourcing existing operations;
- in the context of a further simulation, analyse the impact of the law and conventions in the context of drafting terms and conditions;
- draft revisions to a transport services supply agreement.

On successful completion of this course delegates will be able to:

- appreciate the relevance and impact of key principles of multi modal transport law (including the operation of relevant international treaties / conventions);
- understand the potential impact of those principles to relevant transactional work;
- apply this understanding to advising clients;
- apply this understanding to drafting of and consideration of agreements.

This course is normally delivered over one day and is generally aimed at 0-4 PQE, but can be tailored to more senior delegates.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Commercial Property

0 - 2 Years PQE

2 Days

During this intensive two-day practical course delegates will participate in the key pre-contract stages of the acquisition of a mixed use brownfield development site.

This will include:

- site assembly and investigating complex registered and unregistered titles;
- considering what searches and enquiries to carry out, and analyse the results;
- amending and negotiating the sale contract (including clauses dealing with environmental issues and clauses making the acquisition conditional on planning permission being obtained);
- reporting to the client.

During the course delegates will:

- analyse and prioritise information;
- conduct risk assessment;
- draft and negotiate the terms of a conditional contract;
- manage the client relationship.

On successful completion of this course delegates will be able to:

- identify some common title issues and understand their associated risks;
- identify those title and searches issues where further action is required;
- understand the key terms of a conditional contract;
- draft amendments to a conditional contract;
- negotiate amendments to a conditional contract;
- present the client with a user-friendly, commercially-focused report on the site to be acquired.

This course is normally delivered over two days and is aimed at 0-2 years PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Commercial Property - Agreement for Lease

0 - 2 Years PQE

1 Day

During this intensive one-day practical course, delegates will consider the key elements of an agreement for lease which is conditional upon the landlord completing its works, and will amend and negotiate its terms.

During the course delegates will:

- analyse heads of terms, and identify what (if any) further action is required;
- identify the key clauses in an agreement for lease;
- be placed under time pressure to quickly identify potential deal breaking issues arising from the landlord's draft agreement;
- identify and explain the risk to the tenant in accepting the landlord's draft as drawn;
- consider the meaning of best and reasonable endeavours;
- amend and negotiate the key terms of the agreement (this will include a consideration of certain consequential amendments);
- identify other important points arising from the landlord's draft.

On successful completion of this course delegates will be able to:

- give careful consideration to heads of terms, and appreciate that these are not set in stone;
- appreciate that understanding the structure and content of a document improves your ability to amend it;
- identify where detailed instructions from the client are required;
- identify where specialist assistance is required.

This course is normally delivered over one day and is aimed at 0-2 years PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Developing and Implementing a Knowledge Management Strategy

2 - 4 Years PQE, 4 - 6 Years PQE

2 Days

Knowledge Management (KM) is now a recognised discipline in most law firms and in-house legal departments, aimed at leveraging the collective knowledge of the organisation's lawyers to enhance the quality, efficiency and profitability of legal services.

However, implementing knowledge management systems can be an expensive and time-consuming activity, and many knowledge management initiatives fail to deliver real value to the firm through lack of planning and effective implementation. To achieve success, it is necessary to take a strategic approach to developing and delivering knowledge management initiatives.

During the course delegates will:

- identify links between knowledge management and the firm's business strategy and how to tie the two together;
- examine elements of a comprehensive knowledge management strategy, including KM tools and techniques, people and resources, cultural aspects and measurement;
- consider successful processes for developing and setting KM strategy to achieve buy-in from the firm;
- examine project management skills and different methods of KM implementation;
- discuss implementing KM at practice group and firm-wide level;
- analyse how to measure the success of KM initiatives.

On successful completion of this course delegates will be able to:

- assess the need for and benefits of KM initiatives in their organisation;
- draw up a KM strategy, at both firm and practice group / department level;
- use strategic processes to involve members of the firm in setting KM strategy and achieve their buy-in to it;
- use project management techniques to plan the implementation of KM initiatives;
- draw up measurement systems to define and measure the value of KM initiatives.

This course is normally delivered over one day, and is aimed at anyone responsible for or interested in knowledge management in their firm, practice group or department, for example heads of knowledge management, professional support lawyers, partners and fee-earners in charge of KM in their firms / departments, information services professionals, heads of IT, etc.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Tools and Techniques of Knowledge Management

All those interested in KM

1 Day

Knowledge Management (KM) is now a recognised discipline in most law firms and in-house legal departments, aimed at leveraging the collective knowledge of the organisation's lawyers to enhance the quality, efficiency and profitability of legal services.

Many law firms have dedicated staff, such as professional support lawyers, to implement a range of KM initiatives and many different tools and techniques for creating and collecting know-how, keeping lawyers up-to-date and encouraging lawyers to share their knowledge are being put into practice. There is also a range of well-tried KM methods which have been used in general industry over a longer period of time. However, little has been written to date on the choices available to law firms in implementing their KM and the practical issues faced in implementing them effectively.

During the course delegates will:

- examine different types of knowledge, e.g. explicit, tacit and process knowledge, and their relevant characteristics for KM;
- analyse the different activities involved in KM from identification of know-how needs to creation / collection and use of know-how resources (the KM cycle);
- examine tools and techniques for effectively managing different types of knowledge and guidance on how to make the right selection;
- identify techniques suitable for the different stages of the KM cycle;
- examine practical implementation issues in using various KM tools and techniques, such as precedents, taxonomies, IT systems, knowledge sharing forums, etc;
- examine project management skills and different methods of KM implementation.

On successful completion of this course delegates will be able to:

- identify KM tools and techniques appropriate to the know-how needs of their organisations;
- understand the stages of the KM cycle and the various activities comprised in effective KM;
- select appropriate KM tools and techniques from a range of options from both legal practice and general industry;
- understand the practical issues around implementation of common KM tools;
- use project management techniques to plan the implementation of KM initiatives.

This course is normally delivered over one day and is aimed at anyone responsible for implementation of or interested in Knowledge Management in their firm, practice group or department, for example, professional support lawyers, partners and fee-earners involved in KM in their firms / departments, information services professionals, heads of IT, etc.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Client-Facing Knowledge Management

All those interested in KM

1 Day

Knowledge Management (KM) is now a recognised discipline in most law firms and in-house legal departments, aimed primarily at leveraging the collective knowledge of the organisation's lawyers to enhance the quality, efficiency and profitability of legal services.

Whilst most law firm Knowledge Management projects began with a focus on improving internal quality and operations, increasingly law firm know-how resources are made available to clients, either as part of the delivery of traditional legal services or as a revenue-generating resource in their own right. Client demand for access to law firm know-how resources, particularly from in-house legal departments, is continuing to grow.

During the course delegates will:

- examine the benefits of undertaking knowledge management, including the effects on quality and efficiency and client satisfaction with the delivery of legal services;
- analyse the impact of KM initiatives on pricing and charging for legal services;
- consider know-how resources that can be made available to clients, including bulletins, precedents, extranets and on-line legal services;
- examine the bases on which law firm know-how resources are made available to clients from free provision to chargeable bases;
- examine KM from the in-house lawyer's perspective: what resources should be sought from external law firms?;
- analyse how to measure the success of KM initiatives.

On successful completion of this course delegates will be able to:

- explain the benefits of undertaking KM to their organisations.
- understand the different types of know-how resources that can be made available to clients;
- develop strategies for leveraging KM initiatives for competitive advantage;
- devise charging methods for KM resources to be provided externally on a chargeable basis;
- draw up measurement systems to define and measure the value of KM initiatives.

This course is normally delivered over one day and is aimed at anyone responsible for or interested in Knowledge Management in their firm, practice group or department, for example heads of knowledge management, professional support lawyers, partners and fee-earners in charge of KM in their firms / departments, information services professionals, heads of IT, etc.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

The Cultural Aspects of Knowledge Management: Getting the Environment Right

All those interested in KM

1 Day

Knowledge Management (KM) is now a recognised discipline in most law firms and in-house legal departments, aimed at leveraging the collective knowledge of the organisation's lawyers to enhance the quality, efficiency and profitability of legal services.

Whilst many law firms have implemented Knowledge Management initiatives and set up infrastructures for their KM projects, through the appointment of dedicated staff, such as professional support lawyers, the ultimate success of these initiatives largely depends on "softer" cultural aspects. In particular, are lawyers in the firm motivated to share their valuable knowledge? Are members of the firm rewarded for participating in KM projects such that they are willing to devote time and effort to them? Does the climate in the firm foster an environment of collaboration and innovation?

During the course delegates will:

- examine the factors that motivate lawyers to share their knowledge and use the firm's KM resources, and factors which inhibit this;
- consider types of reward system that can motivate participation in KM initiatives;
- examine the impact of firm culture on KM;
- analyse the role of leadership in KM projects;
- consider how to foster a climate of innovation;
- examine effective change management for KM initiatives.

On successful completion of this course delegates will be able to:

- use a range of techniques to encourage sharing of knowledge and participation in KM projects;
- consider changes necessary to reward systems to effectively implement KM;
- understand the role of effective leadership in KM;
- apply techniques to foster innovation in the firm;
- use change management techniques to better implement KM initiatives and gain "buy in" to them.

This course is normally delivered over one day and is aimed at anyone responsible for or interested in Knowledge Management in their firm, practice group or department, for example, heads of knowledge management, professional support lawyers, partners and fee-earners involved in KM in their firms / departments, information services professionals, heads of IT, etc.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

SRA Management Course Stage 1

0-3 Years PQE

1 Day

The aim of this course is to prepare and equip newly qualified solicitors to develop their understanding of the law as a professional service business, through a variety of techniques, including presentations, interactive discussion, case study and role play.

It will be tailored to the audience, focusing on their stage of professional development, and will focus on the need for effective management, good client relationships and exemplary service delivery. By building on work done by the team providing Nottingham Law School's unique MBA in Legal Practice, this course goes beyond mere compliance with the SRA's minimum requirements.

During the course delegates will:

- Managing Finance: including working out matter profitability, costs drivers and costs control, billing, key financial indicators;
- Managing the Firm: organising the office to meet client needs, service mapping, setting up a case management system, getting the best out of your supervisor; management structure and ownership models, assuring quality (Lexcel, IIP, SQMS);
- Managing Client Relationships: including avoiding, learning from and dealing with complaints;
- Managing Information: taking and advising on instructions; cost benefit analysis; communicating effectively; managing expectations and monitoring progress;
- Managing People: recruitment; selection; policies for non-discrimination; inducting; training; appraisals; giving and receiving feedback; coaching; delegation and supervision.

The programme can include, as above, all five sub-topics prescribed by the SRA. Alternatively, the firm can elect to spend additional time on topics of greater significance to it (to a minimum of three topics).

On successful completion of this course delegates will be able to:

- demonstrate knowledge and understanding of a range of topics relevant to management issues;
- analyse and apply such understanding to practical issues and to their own situation and that of their firm;
- evaluate the efficacy of a number of theories, techniques and ideas relevant to management issues.

This course is normally delivered over one day and is aimed at individuals within the first three years post-qualification.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

Coaching as a Tool for Better Talent Management

5+ Years PQE

1 Day

Even a basic understanding of coaching principles and techniques can empower senior lawyers to better manage the talent around them. We teach delegates the core coaching principles and techniques in one day, giving them a platform of basic skills and a framework within which to integrate coaching into their management style.

Traditional 'command and control' styles of management will of course always have a place in a pressurised, time-sensitive professional services environment, where errors on a particular transaction can prove costly. The evidence in most law firms suggests that command and control does not offer an effective way of managing, leading, motivating or developing the firm's talent over the medium to long term, whereas coaching provides a much more helpful and effective model.

During the course delegates will:

- consider traditional command and control approaches to management;
- consider the underlying coaching models and principles;
- consider where, in their own practice, the coaching approach would be more appropriate than traditional command and control methods;
- acquire some practical core coaching techniques;
- observe a coaching session in real time;
- practise their newly-acquired coaching skills by undertaking mini-coaching sessions (both as coach and coachee);
- clarify what they will need to do to implement coaching into their particular firm / departmental / team environment.

On successful completion of this course delegates will be able to:

- identify where coaching would be an appropriate way of dealing with their junior colleagues;
- coach their junior colleagues;
- better lead, manage, motivate, develop, listen and support their junior colleagues.

This course is normally delivered in one day and is aimed at 5+PQE.

Note that it is possible to tailor the expected outcomes, course activities and length of course to the requirements of the firm.

This course counts towards the Law Society Management training requirement.

Professional Postgraduate Qualifications

Nottingham Law School offers a selection of professional postgraduate awards from postgraduate certificate level through to Masters level. In many cases it is possible to study individual modules until the final Masters qualification has been achieved. All courses qualify for SRA CPD.

- Pg Cert / Pg Dip / LLM in Advanced Litigation and Dispute Resolution
- Pg Dip / LLM in Commercial Intellectual Property
- LLM in Intellectual Property Litigation
- Pg Dip in the Management of Legal Practice
- MBA in Legal Practice
- LLM Professional Practice
- Professional Doctorate of Legal Practice

These award bearing courses can be delivered as standard or they can be co-branded and designed to meet your individual requirements.

Please visit www.ntu.ac.uk/nlspractitioner for course details.



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