

Schedule and Education for the 2017 Finance and Law Practice Management Conference for Legal Professionals

CM10: Opening & Keynote: Creating a Mindset for Change

Thursday, October 5 1:00 PM - 2:15 PM

The marketplace is changing dramatically and dynamically. Few industries and individuals will be exempt. We can't avoid it, and it's fatal to ignore it. But fear and avoidance is no way to address change. We have to find and create positive outcomes going forward. When it comes to change, most leaders and organizations focus on structures, processes and systems. Few even recognize that without an individual and collective mindset for change and innovation, their best efforts will fail, especially now. This experiential session will show what is really getting in the way, and how an intentional and clear focus on what you want — rather than on what you are trying to avoid — turns insight into actions and actions into breakthrough outcomes. Goodrich will explain how this focus can benefit you, why we unconsciously focus on negative thoughts, and how we can rewire our brains to focus on positive outcomes so that we can steer toward opportunities and away from the threats that a world in transformation will bring.

Objectives:

- Describe the inherent nature of change.
- Identify what is getting in the way of positive change and innovation in your work.
- Recognize how the brain is wired and how to get it working for you and your team.
- Explain how to create an intentional and disciplined focus on the outcomes that you do want.

Speaker Information:

Laura Goodrich

Other Info:

- Audience: Intermediate
- CLM App Management Category: Self-Management Skills
- CPE Field of Study: Communications
- CLE: Law Practice Management

FM10: Law Firm Accounting for the Law Firm Non-Accountant

Thursday, October 5 2:30 PM - 3:45 PM

There are a variety of professionals that operate in the law firm environment to include those in marketing, personnel, library services and general office operations. Most of these individuals are non-accountants by trade and/or by choice. However, in order to better perform their jobs within the law firm, they need to have at least a basic understanding of many accounting concepts. These include how clients are charged, how the firm manages its day-to-day financial activities, how the budget is prepared and monitored, how the owners get paid, and so on. In this session, John Iezzi will present a down-to-earth, nontechnical review of the important accounting methodologies and procedures to the non-accountant law firm executive — procedures that need to be understood in order to better perform their within the firm.

Objectives:

- Develop a better understanding law firm accounting terminology.
- Review how budgets are prepared and monitored, and how the budget fits in with deliverance of client services.
- Review the various methods that owners are created and paid.

Speaker Information:

John Iezzi

Other Info:

- Audience: Basic
- CLM App Management Category -FS: Financial Management
- CPE Field of Study: Accounting
- CLE: Law Practice Management

OM10: Equipment Leasing Considerations and Strategies

Thursday, October 5 2:30 PM - 3:45 PM

Leasing can be a cost-effective way to facilitate the acquisition of new office and technology equipment. More than 80 percent of businesses in the United States lease equipment and the legal industry is no different. This session will decode the language of leasing and review the terms and conditions that will affect the process and economics of your lease. You will leave this session with a greater understanding of how firms are using leasing to facilitate office projects and maximize after-tax profits.

Objectives:

- Differentiate the different types of leases (capital lease, operating lease, tax lease).
- Identify the pending lease accounting changes.
- Discuss the considerations of leasing versus buying.

- Identify the terms and conditions that affect the process and economics of your lease.
- Examine and share case studies of how firms use leasing to facilitate office projects and maximize after-tax profits.

Speaker Information:

Christina Floyd

Karen Leastman

Other Info:

- Audience: Intermediate
- CLM App Management Category -FS: Operations Management
- CPE Field of Study: Administrative Practice
- CLE: Law Practice Management

LI10: Partner Compensation Workshop

Thursday, October 5 2:30 PM - 5:15 PM

This workshop enables attendees to learn about the following: 1) best practices in partner compensation, 2) top partner compensation issues facing the profession today, 3) different approaches to making partner compensation decisions, and 4) size of firm and practice differences that affect partner compensation methodology. Attendees will also work in small groups to solve a number of partner compensation scenarios.

Objectives:

- Explain the economic model depicting partner compensation.
- Discover how to balance internal fairness with external market competitiveness.
- Identify when and how a firm should incorporate profitability analysis in decisions.
- Recognize how to fairly and systematically assess intangible contributions.
- Illustrate the purpose of communication in partner compensation.

Speaker Information:

James Cotterman

Other Info:

- Audience: Advanced
- CLM App Management Category -FS: Legal Industry/Business Management

- CPE Field of Study: Management Advisory Services
- CLE: Law Practice Management

LI11: Bright Insight: Shedding Light on the Challenges and Trends Facing Today's Legal Sector

Thursday, October 5 4:00 PM - 5:15 PM

Competition, fee structures, succession planning, recruitment and retention, maintaining profit margins, and controlling expenses are just some of the challenges being faced by firms — big and small — on a daily basis. With this in mind, Cushman & Wakefield developed its annual National Legal Sector Benchmark Survey in 2013, a first of its kind analysis of trends and issues facing the legal sector. Since its inception, the survey results have provided an unflinching look into the key drivers affecting law firms, as well as insight into the priorities of associates gained through our National Associate Survey.

Objectives:

- Identify the top three issues related to business competition and how firms are improving attorney business development opportunities.
- Review how business and operational decisions are being made differently today and how smart decisions and change can dramatically improve operations, client services, internal collaboration and overall business and profitability.
- Employ examples and statistics on how law firm leaders are consensus building internally to affect future change.
- Explain how statistics and trends can assist management in evaluating tough decisions and guiding the firm through the process.
- Discuss the future of the legal industry, including: In the next 10 years — where do you see dramatic changes occurring in the legal sector?

Speaker Information:

Sherry Cushman

Other Info:

- Audience: Basic
- CLM App Management Category -FS: Legal Industry/Business Management
- CPE Field of Study: Business Management & Organization
- CLE: Law Practice Management

OM11: Collaborative Process Improvement: A Win-Win for Legal Departments and Law Firms

Thursday, October 5 4:00 PM - 5:15 PM

This session will unveil a new, collaborative approach to process improvement using Legal Lean Sigma®. The Legal WorkOut® creates a framework for a law department and its outside counsel to tackle issues together for a win-win. Aon, plc. is the first company to invite its preferred law firms to focus on particular processes and work together to improve them. The results are dramatic and will be presented as a case study. This initiative and results garnered recognition for the Aon law department in the form of its winning an ACC Value Champion award in 2016.

Objectives:

- Review how Legal Lean Sigma was combined with project management to form the first ever Legal WorkOut structure with metrics to demonstrate the incredible outcomes for both the client and the law firm.
- Discover how to achieve buy in from law department and law firm leaders.
- Explain how this approach is a rewarding marketing and relationship building tool for law departments and their preferred and law firms.

Speaker Information:

Audrey H. Rubin

Ami N. Wynne

Other Info:

- Audience: Basic
- CLM App Management Category -FS: Operations Management
- CPE Field of Study: Business Management & Organization
- CLE: Law Practice Management

Welcome Reception

Thursday, October 5 5:15 PM - 7:00 PM

Breakfast

Friday, October 6 7:30 AM - 8:15 AM

Location / Room: Exhibit Hall

CM20: Evolving Law Firms to Enhance Organizational Performance

Friday, October 6 8:30 AM - 9:45 AM

What separates organizations that outperform their competitors over the long run from those that struggle to maintain performance? The answer is organizational health — aligning the goals of managers and employees, executing and achieving against those goals, and then continually learning and renewing in order to be agile and adaptable. Based on McKinsey & Company's ongoing research into high-performing and enduring organizations, the healthiest organizations in our data set do not follow one formula for success. Instead, we find that the healthiest organizations tend to follow one of four distinctive recipes for success — the management practices, policies and behaviors that create a high-performing culture. In this session, attendees will understand what healthy organizations look like and examine the practical implications of this research on law firms' long-term performance efforts.

Objectives:

- Identify the key role of organizational health in high-performing organizations and how it applies to law firms.
- Examine research on law (professional service) firms regarding key culture attributes.
- Examine tactics for changing organizational culture to align to key performance goals.
- Discover the vital role of finance leaders in enhancing performance and health.

Speaker Information

Michael Burchell

Other Info:

- Audience: Intermediate
- CLM App Management Category: Organizational Development
- CPE Field of Study: Administrative Practice
- CLE: Law Practice Management

FM20: Strategies to Reduce Back and Middle Office Expenses

Friday, October 6 8:30 AM - 9:45 AM

At the end of 2016, the industry saw an uptick in expenses — and negative demand growth for the first time since the recession. It's time to rethink back- and middle-office services as a frontline in reducing costs and delivering a higher-level service. According to Altman Weil's 2016 Law Firm in Transition Survey, 21.2 percent of large firms and 5.8 percent of small firms are creating low-cost service centers for back office support. Major U.S. firms like White & Case LLP and Sedgwick LLP have embraced these off-site service centers. This session will review recent trends in back- and middle-office outsourcing and in-house services, successes and failures, how firms can define achievable goals, while addressing the following questions: 1) What are the success stories of streamlining operations? 2) Does this strategy work only for large firms? 3) Is this the only path to lower costs and improve efficiencies?

Objectives:

- Outline a detailed assessment of best practices and management tactics to help reduce expenses in middle and back office.
- Explain how recovery of costs is a key factor and one area where most firms tend to leave money on the table.
- Analyze benchmarks from Mattern & Associates 2016 Cost Recovery Survey, highlighting the area's in which firms are outsourcing.
- Review data from Mattern & Associates 2017 Outsourcing Benchmarks to assist with the better comprehension of outsourcing solutions.

Speaker Information:

Rob Mattern

Other Info:

- Audience: Intermediate
- CLM App Management Category -FS: Financial Management
- CPE Field of Study: Finance
- CLE: Law Practice Management

OM20: Excel Guru: Tips and Tricks to Make Your Head Spin

Friday, October 6 8:30 AM - 9:45 AM

How much do you know about Excel and the features available in the application that could make a difference in your day-to-day productivity? While most firm administrators and other business professionals use less than 20 percent of the capabilities of this product, are you sure that you are taking advantage of the features that are best for you? This session on Excel tips is sure to provide you multiple ideas that you can use to get better results in less time.

Objectives:

- Identify key features of Excel.
- Differentiate between Excel functions to select the best one for your purposes.
- Compose a list capabilities that have direct application to your business.
- Apply the knowledge gained to solve productivity needs.

Speaker Information:

Tommy Stephens

Other Info:

- Audience: Advanced

- CLM App Management Category -FS: Operations Management
- CPE Field of Study: Computer Science
- CLE: Law Practice Management

Coffee Break in Exhibit Hall

Friday, October 6 9:45 AM - 10:45 AM

HR20: Employee Benefits: What's Being Provided Today, What's New and Where are Firms Cutting Back?

Friday, October 6 11:00 AM - Noon

Take a deep dive into what benefits are competitively critical and how these benefits can establish a workplace environment of success. What benefits help with work-life balance? How does your current benefits program line up? What resources are available to assist you in building a positive workplace environment for your employees? We will also provide a solid look at what is hot, what is not, and what is necessary for rock-solid contingency planning in terms of firm and employee protection and total compensation.

Objectives:

- Identify the type of peripheral benefit-style protections are too often overlooked by firms, yet can have significant impact on the bottom line.
- Discover how to be a benefits hero to the firm employees and partners.
- Evaluate how your firm can become rock solid with contingency and succession planning in terms of benefits and protections.

Speaker Information:

Alan Wilson

Other Info:

- Audience: Intermediate
- CLM App Management Category -FS: Human Resources Management
- CPE Field of Study: Personnel/HR
- CLE: Law Practice Management

LI20: Kissing Frogs: Looking for the Right Lateral Partner

Friday, October 6 11:00 AM - Noon

This presentation and panel moderated by James Gillespie will provide insights into the interviewing/due diligence process associated with lateral partner hiring. He will be conducting a "mock interview" with a lateral candidate and point out the pros and cons revealed in the candidate's responses. Following the interview, a panel of law firm administrators will provide real world experiences (good and bad!), guidance and strategies that have helped them be successful in the lateral recruiting process.

Objectives:

- Identify the most important requirements for your firm before you start the recruiting process.
- Develop the key list of information your firm should be requiring from prospective lateral candidates.
- Review the process/steps to follow to ensure objectivity in the assessing the viability of the candidate.
- Examine what can go wrong even in the best of processes and how to structure the offer letter to provide safe guards to your firm when candidates underperform.

Speaker Information:

Lisa Waligorski

James B. Gillespie

Other Info:

- Audience: Intermediate
- CLM App Management Category: Organizational Development
- CLM App Management Category -FS: Legal Industry/Business Management
- CPE Field of Study: Personnel/HR
- CLE: Law Practice Management

OM21: Measuring ROI in Project Management, Process Improvement, and Pricing Programs

Friday, October 6 11:00 AM - Noon

Lawyers, including law firm leaders, tend to view non-hourly billing or programs to improve efficiency as dilutive to profits. As a result, they often minimize expenditures related to such programs and end up crippling what can be a vital growth engine. This session explores the fundamental business case behind efficiency programs. We'll draw a line from the traditional law firm economic model to the modern learning curve approach that leverages deep legal experience and links firm financial performance with client satisfaction. If your partners are facing fee pressure from clients and low-cost competitors, this session will demonstrate not only how to present an effective defense, but also how to pursue a competitive offense. We'll also explore why some firms invest heavily in time, resources and funds to implement such programs, and why other firms view such initiatives as a necessary evil to be avoided at any cost.

Objectives:

- Review the fundamentals of the economic model that firms have embraced to profit from efficiency.
- Review lessons learned from successful and not so successful implementations: What works and why, and how will it work in my organization?
- Examine the fundamentals of change management, a discipline unto itself that many law firms employ ineffectively.

Speaker Information:

Timothy B. Corcoran

Other Info:

- Audience: Advanced
- CLM App Management Category -FS: Operations Management
- CPE Field of Study: Business Management & Organization
- CLE: Law Practice Management

Lunch in Exhibit Hall

Friday, October 6 Noon - 1:30 PM

FM21: Collections Strategies That Work

Friday, October 6 1:30 PM - 2:45 PM

Here's everything you'd like to know about law firm accounts receivable management, but were afraid to ask. This introductory session will guide you through collection best practices from client onboarding through write-off.

Objectives:

- Identify key challenges law firms face when collecting debt.
- Outline Strategies for developing policies that will improve outcomes.
- Discover ways to get buy-in from key stakeholders at the firm.

Speaker Information:

Seelin Naidoo

Other Info:

- Audience: Advanced

- CLM App Management Category -FS: Financial Management
- CPE Field of Study: Finance
- CLE: Law Practice Management

LI21: Value Migration: Are You Making Strategic Transitions For Future Success?

Friday, October 6 1:30 PM - 2:45 PM

With a flat demand curve and an ever-changing landscape within legal services, the way in which law firms identify and act upon strategic initiatives has become crucial for overall success. Most firms are continuing to strive for the growth seen in decades past but only a few are able to achieve it. In addition, there has become a clear variation between a short-term focused initiative and those that set firms up for the long haul. This session will dive into several of the key challenges firms are facing, particularly personnel management, leveraging technology, and metric-driven growth strateg methods. Through a combination of group discussion, case study and presentation, the audience will get to hear how many firms are tackling these issues and get insight into how firms have emerged as industry leaders.

Objectives:

- Identify appropriate personnel growth strategies and establish succession planning models.
- Analyze key data that can provide actionable intelligence and enhance your firm's growth strategy.
- Recognize the benefits of self diagnosis before changing processes.
- Illustrate the benefits and cost savings of taking the time beforehand in order to get the most out of technological transitions

Speaker Information:

Russ Haskin

Other Info:

- Audience: Intermediate
- CLM App Management Category -FS: Legal Industry/Business Management
- CPE Field of Study: Administrative Practice
- CLE: Law Practice Management

OM22: Tech Tools for Small and Medium Firms

Friday, October 6 1:30 PM - 2:45 PM

Technology is changing at an incredible pace and new apps, services and tools constantly emerge. These tools can have an incredible impact on our business and personal lives. This session identifies some of

the latest tools, apps and services available, and why you should consider utilizing them. The main topics of this course include the best useful products for business, major business productivity platforms, tools for automation, plugins for your internet browser, today's best mobile apps, how to utilize virtual staff, and more. Attend this session and you will receive a bundle of new technology ideas to consider implementing.

Objectives:

- Identify which emerging technologies will impact you in the coming year and learn how to incorporate the new developments into your existing workflows.
- Discover new apps, web-based resources and services to gain efficiency in your personal life and meet organizational needs better.
- Recognize how to keep your internet browsing experience secure, anonymous and ad-free using tools such as Ad Block Plus and Ghostery.
- Identify opportunities for automation using artificial intelligence and process automation tools such as IFTTT.
- Discuss how to exchange confidential and sensitive information with others, both inside and outside your organization.

Speaker Information:

Tommy Stephens

Other Info:

- Audience: Intermediate
- CLM App Management Category: Information Technology
- CLM App Management Category -FS: Operations Management
- CPE Field of Study: Computer Science
- CLE: Law Practice Management

Dessert Break

Friday, October 6 2:45 PM - 3:30 PM

FM23: Slicing, Dicing and Pricing: The Evolution of Law Firm Business Analytics

Friday, October 6 3:30 PM - 4:30 PM

Big data is not just for corporations anymore. As law firms face increased competition and greater pressure to produce desirable, cost-effective results, business analytics can be a critical tool. Key insights, predictive capabilities and, ultimately, better outcomes are the goal.

Objectives:

- Describe examples of how analytics can be applied in the legal profession from winning clients to winning lawsuits.
- Discuss the practical and ethical considerations involved.
- Explain what the future might hold for analytics at law firms.

Speaker Information:

Seelin Naidoo

Other Info:

- Audience: Advanced
- CLM App Management Category -FS: Financial Management
- CPE Field of Study: Finance
- CLE: Law Practice Management

FM22: When E-Billing Worlds Collide

Friday, October 6 3:30 PM - 4:45 PM

It's no secret that corporate counsel and outside counsel have drastically different needs, expectations and problems when it comes to e-billing. And while it's been 22 years since the seeds of LEDES were first planted to help both sides speak a common language, there are still many gaps when it comes to the two sides working together more effectively.

Objectives:

- Develop a better understanding of the legal e-billing ecosystem and some of its current challenges.
- Review how to better understand the reasons behind your corresponding colleague's requests with e-billing.
- Discover what tools, practices and processes are available to improve legal e-billing coordination.

Speaker Information:

Ellen Nendorf

Greg Nilsen

Other Info:

- Audience: Intermediate
- CLM App Management Category -FS: Financial Management

- CPE Field of Study: Finance
- CLE: Law Practice Management

Networking Reception in Exhibit Hall

Friday, October 6 4:45 PM - 6:15 PM

Breakfast

Saturday, October 7 7:30 AM - 8:15 AM

FM30: Intermediate And Advanced 401(k) Planning and Strategies

Saturday, October 7 8:30 AM - 9:45 AM

This session is directed toward those who manage their firm's 401(k), profit sharing and cash balance plans. This structured discussion will facilitate communication regarding best practices, positioning and what results in a successful retirement outcome for the firm's employees. Instructor/facilitator Spencer X. Smith will share what he learned after 3,000 meetings in the 401(k) industry between 2008-2015, and attendees will benefit from his objective perspectives on how the 401(k) plan is evolving.

Objectives:

- Identify the correct plan design most appropriate for your firm.
- Review if or when a cash balance plan would make sense as an additional benefit.
- Explain the current 401(k) plan's benefits in a more effective manner to the firm's staff.
- Analyze if and when a plan transition to a replacement would be prudent.

Speaker Information:

Spencer Smith

Other Info:

- Audience: Intermediate
- CLM App Management Category -FS: Financial Management
- CPE Field of Study: Finance
- CLE: Law Practice Management

FM31: Law Firm Financial Management and Tax Update

Saturday, October 7 8:30 AM - 9:45 AM

In this session we will cover specific tax issues affecting law firms, including any recent or expected tax law changes. We'll also examine best practices in financial management, such as cash flow analysis, pipeline and inventory projections, utilizing rolling forecasts, year-end projections, and meaningful benchmarking and analytics.

Objectives:

- Examine and better understand tax law changes.
- Identify best practices for financial management.

Speaker Information:

Dave Roberts

Other Info:

- Audience: Advanced
- CLM App Management Category -FS: Financial Management
- CPE Field of Study: Finance

OM30: Reduce Spending: Negotiate Fearless Equipment, Service and Software Contracts

Saturday, October 7 8:30 AM - 9:45 AM

This workshop reveals the camouflaged areas in technology equipment finance, service and software agreements that can result in cost overruns, blown budgets and destroy cash flow projections. You'll learn to more quickly identify termination penalties, added fees, automatic renewals and "not-so-fair" market value buyouts. You'll master new finance negotiation processes that make it easier to analyze and negotiate contracts and agreements as you reduce firm spending and improve the firms profitability. You'll learn how to decode confusing language and provide new terms and definitions for legal mumbo jumbo and identify new ways to spot fees and other negotiable items, including interim rent charges, confusing late fees, repair extras and gaps in maintenance contracts. We'll reveal hidden costs and requirements, such as technology return or restocking expenses, relocation, redocumentation, and late fees and decipher confusing stipulated loss value formulas.

Objectives:

- Identify five questions to ask before endorsing another financial contract and five phrases you must negotiate in every agreement to avoid gotchas.
- Discover how to be more confident that maintenance terms and conditions fit your company asset utilization two-, three- or five-year plan.
- Review how to avoid last-minute contract changes that destroy an agreement's projected economics.
- Explain every agreement with confidence knowing you are prepared for all surprises.

Speaker Information:

Mary Redmond

Other Info:

- Audience: Advanced
- CLM App Management Category -FS: Operations Management
- CPE Field of Study: Administrative Practice
- CLE: Law Practice Management

Education Session - TBD

Saturday, October 7 10:00 AM - 11:15 AM

Speaker Information:

Patrick Fuller

Other Info:

FM32: Profit Patterns Using Matter Budgeting and Alternative Fees to Increase Profits

Saturday, October 7 10:00 AM - 11:15 AM

This program will help law firm legal management professionals enhance their bottom line. Lawyers often make arrangements with clients to get their business with little knowledge of the cost or profitability of the specific engagement. The use of prospective matter budgeting can create a competitive advantage to offer more value to clients. The use of forensic matter budgeting can be used to identify why specific fee arrangements are more profitable than others. The discussion will also review a matrix of implementation issues including cost analysis, labor utilization and process efficiency.

Objectives:

- Review strategies for effective cost measurement, analysis and matter budgets.
- Identify various alternative billing arrangements.
- Discuss methods of implementation and how to evaluate options.
- Identify profit patterns and possible planning scenarios.

Speaker Information:

Michael Moore

Other Info:

- Audience: Intermediate
- CLM App Management Category -FS: Financial Management
- CPE Field of Study: Finance
- CLE: Law Practice Management

FM33: You Know the Numbers —So What?

Saturday, October 7 10:00 AM - 11:15 AM

Law firm finance professionals can fail to earn the seat at the table they deserve when they think their managing partners or board love numbers as much as they do. As a result, finance presentations are frequently full of data, but lack insight. Overwhelming decision-makers with numbers leaves them confused, and when they are confused they will not make decisions. The inability to make decisions is costly to the firm, as well as the career of the law firm finance professional. Learn how to avoid analysis paralysis and decision aversion by focusing on delivering actionable insights, presenting a clear message and communicating financial concepts using effective visualizations.

Objectives:

- Analyze tactics and strategies to plan for the presentation.
- Recognize the audience and their information needs.
- Create compelling content for the presentation.
- Identify ways of communicating effectively with the audience.
- Examine ways to monitor presentation effectiveness.

Speaker Information:

Trevor Varnes

Other Info:

- Audience: Intermediate

HR30: Closing General Session: Seeing The People Power Nobody Sees

Saturday, October 7 11:30 AM - 12:45 PM

German philosopher, Arthur Schopenhauer, declared, "The task is not so much to see what no one has yet seen, but to think what nobody yet has thought about that which everybody sees." Thinking what we think see and seeing things as they really are not always the same.

Andy Fujimoto is rare because of his human resource and organizational/leadership development background as a CEO of an organization that he has seen grow over 30 years from 15 employees in one office to approximately 700 AmeriBen family members with offices in four states and a national presence. Andy will share with you unique and startling views of how his organization has grown. As leaders, you'll receive insight to unlock your and others' potential by seeing things as they really are.

Objectives:

- Leverage the Gallup 12 and Net Promoter Score to lift engagement.
- Stratify your "rising stars" from your "star performers".
- Move beyond "wellness" to "wholeness" through ISO and B Corp.
- Throw out "rules" and becoming "values based".
- Trend with "Uber-ized" and "Amazon-ized" employment.

Speaker Information:

Andy Fujimoto

Other Info:

- Audience: Advanced
- CLM App Management Category -FS: Human Resources Management
- CPE Field of Study: Personnel/HR
- CLE: Law Practice Management

Session Code Key

CM – Communications & Organizational Management

FM – Financial Management

HR – Human Resources Management

LI – Legal Industry/Business Management

OM – Operations Management