Learning and Development Programme
The 2015 Training Guide
29 OR Society Approved Courses
Welcome to The OR Society’s 2015 Training Programme!

This year we have a selection of 29 courses which represent a mixture of old favourites and new comers. Once again, our presentation in this Training Guide is designed to attract interest from the increasingly popular field of Analytics. We hope that our members – and those already working in Operational Research – would at least be familiar with the techniques featured in our courses and we’ve attempted to put the courses into the context of the wider Analytics field.

Much like O.R., there’s no simple definition of Analytics, so we lay out and use one version here. The Society recently commissioned a piece of research to help to understand the relationship between O.R. and Analytics and we’ve classified about half of the courses under three headings used in that work; ‘Prescriptive’, ‘Predictive’ and ‘Descriptive’. The diagram below should make it a little clearer what we mean by those headings.

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<th>Categories of Analytics</th>
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<td>Prescriptive Analytics</td>
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<td>Optimisation</td>
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<td>Simulation</td>
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<td>Predictive Analytics</td>
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<td>Data Mining</td>
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<tr>
<td>Predictive</td>
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<td>Descriptive Analytics</td>
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<td>Data Modelling</td>
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<td>Visualisation</td>
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<td>Regression</td>
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- **Focus on decision making and efficiency**
- **Optimisation** is a problem solving technique where situations and constraints are modelled to arrive at the most optimal solution
- **Simulation** is used to analyse complex systems to gain insight into the system’s behaviour and identify issues
- **Focus on prediction of future probabilities and trends**
- **Data Mining** is the method of extracting patterns from large data set in order to provide insight and future forecasts
- **Predictive Modelling** uses statistical techniques such as linear and logistic regression to understand trend and predict future outcomes
- **Analytics involved in preparing data for advanced analysis or for general day to day business intelligence**
- **Data Modelling** is used to collect, store and cut the data in an efficient way
- **Visualisation** look at the creation of reports and presenting information in a meaningful fashion
- **Regression** is used to find simple trend in the data
Readers of this Guide who are new to O.R. can see the level of Analytics they’re already using and be able to match courses to their current and future needs. Of course, the assessments are our own judgements, and we don’t claim they’re perfect. Hopefully, they do give a useful guide to where the courses are aimed.

Quite a number of our courses don’t fit into this schematic, so the grouping, ‘Foundations’, includes courses which focus on skills and techniques underpinning the Analytics groupings described above. The description is not meant to imply that these are introductory courses.

As you will see, the ‘centre spread’ for this brochure shows how each of the courses lines up against the four categories. Within the ‘chart’ the courses are listed in date order, as are the half-page summaries that form the bulk of this Training Guide. Each course summary also features an Analytics graphic to show which of the groupings the course matches against. We hope you find this useful.

Bespoke Courses, In-house Training & Discounts

Where an organisation needs to train several staff at the same time, a bespoke or in-house course may be advantageous and we’re always willing to negotiate the provision and the dates of such courses.

We offer special terms for block bookings for three or more. Three bookings will get a discount of 5%, four bookings give 7.5% and five or more gets 10%. A discount of 25% is also offered for students provided the minimum number of full-paying delegates have booked.

The Training Facilities

We run our courses in the main training suite at our offices in central Birmingham. They’re generally small classes with 4 to 14 delegates and have been known to run with just three delegates if the tutor is willing.
FACILITATION SKILLS

A course where both beginners and those with some experience can review and practice the skills needed to add value at the interface with clients and other project stakeholders. Using questions to encourage participation and elicit unbiased information; frameworks for structuring a group process; practical insights to some of the tools available to support group interaction; hexagon mapping techniques; enhanced awareness of own skills and activities to address development needs.

- Valuable opportunity for delegates to practise specific skills and learn from supportive peers (rapport, active listening, facilitative interviewing, handling group dynamics, inquiry, concept mapping, etc)
- Professional development: facilitation skills are a key component of the interpersonal skills needed for more influential, strategic roles
- These skills are at the heart of managing client relationships

Ref. 331  
5 March, Birmingham  
£490 + VAT Members; £540 + VAT Non members  
Course provider: Rachel Bodle

ESSENTIAL O.R. SKILLS FOR PRACTITIONERS

This course is for analytical practitioners who want to increase the impact of their work by learning about O.R. techniques which have a proven track record of working in real world situations and finding about some of the tricks of the trade. You’ll learn about the policy development / monitoring/ evaluation cycle, gain an overview of problem structuring techniques to shape requests for analysis and get to grips with the basics of using excel spreadsheet modelling to underpin robust and traceable analysis. You’ll get an overview of discrete event simulation and its role in what-if analysis as well as data presentation methods to achieve high impact from analysis.

- Hands on practical course which should relevant to a wide number of practitioners
- Taught by current GORS practitioners with many years’ experience across government who are able to pass on the current thinking of the role of analysis in policy decision making
- Chance to discuss case studies and areas of concern in a safe environment
- Highly relevant current topics covered in the day reflecting the current economic environment that most practitioners work in
- New area of course provision to fill the gap between formal O.R. routes into the profession and those coming from an analytics/IT background

Ref. 332  
10 March, Birmingham  
£485 + VAT Members; £535 + VAT Non members  
Hands on course  
Course Providers: David Halsall and Louise Plewes

NEW FOR 2015
THE COLLABORATIVE APPROACH TO SIMULATION MODEL BUILDING

Anyone who is developing and using discrete event simulation models will benefit. You’ll learn the collaborative modelling process and the tools that support this process. Know how to get stakeholders to discuss implementation and engage in searching for the solution.

- Develop models to include active engagement with a group of stakeholders
- Learn a structured approach to collaborative modelling supported by non-technical paper-based tools
- See how to engage stakeholders in the modelling process as this can lead to learning and improved implementation of study findings
- Improve rigour and transparency in the collaborative modelling process

Ref. 311
10-11 March, Birmingham
£1,190 + VAT Members; £1,290 + VAT Non members
Hands on course
Course Provider Kathy Kotiadis and Antuela Tako

ORGANISING AND PRESENTING DATA IN MICROSOFT EXCEL

Create professional looking, accurate and dynamic spreadsheets to present data creatively. This course is ideal if you are an intermediate Excel user or above who is comfortable with basic Excel functions and who wishes to: learn how to avoid the main pitfalls of spreadsheet design; create useful applications using simple Excel functionality; reduce the time spent analysing data and create more time to make decisions and share your spreadsheets with other users whilst ensuring consistent analysis.

Good knowledge of Excel shortcuts is an advantage but not essential. This course uses standard Excel functionality, formulas and tools. It requires no knowledge of vba.

- Organise data to facilitate both data input and reporting.
- Learn techniques to identify data quality issues and to validate data before use.
- Incorporate form controls (option buttons, tick boxes & scroll bars) into spreadsheets.
- Build effective visual graphics such as a speedometer and a scrolling list.
- Learn how to identify data quality issues and to build data entry and storage tables.
- Build a dashboard that updates dynamically as the user selects display criteria.

Ref. 333
11 March, Birmingham
£455 + VAT Members; £505 + VAT Non members
Hands on course
Course Provider Simon Pegg, Holleth Limited
IMPROVING QUALITY AND PERFORMANCE WITH THE PUBLIC SECTOR SCORECARD

Gain a greater understanding of the topics of quality, excellence and performance measurement and an appreciation of the need for performance measurement to be based on stakeholder needs, the organisation’s strategy and process; appreciate the debate on targets in the public sector and the eight essentials of measurement.

- Find out about the latest developments in performance measurement
- Ensure that performance measures are aligned with service user and stakeholder needs, with the organisation’s strategy, and the processes used to achieve it
- Keep up-to-date with developments in quality management and be able to advise on developing quality user-focussed public services
- Learn how to use the balanced scorecard and strategy mapping

Ref. 334
12 March, Birmingham
£500 + VAT Members; £550 + VAT Non members
Hands on course
Course Provider: Max Moullin

USING SOFT SYSTEMS METHODOLOGY

This is a practical course aimed at developing expertise in applying Soft Systems Methodology (SSM). We look at the application of SSM for problem structuring within complex projects, and how to use the approach for planning the project process.

- The practical skills of applying SSM
- Using SSM for thinking about and planning projects
- The importance of process and process facilitation
- Using SSM models to improve dialogue and decision making
- Direct application of SSM in the delegate’s workplace

Ref. 335
25 March, Birmingham
£550 + VAT Members; £600 + VAT Non members
Course Provider: Mark Westcombe
PRACTICING SOFT SYSTEMS METHODOLOGY

This is a practical course aimed at furthering expertise and confidence in the use of Soft Systems Methodology (SSM). The course develops the skills learnt in the ‘Using Soft Systems Methodology’ course [Course 335] and it may be combined to form a two-day programme. Alternatively, it can be used as a stand-alone day to refresh skills or to gain feedback on using SSM.

- Further practice in the application of SSM techniques
- Enhanced understanding of the use of SSM in practical situations
- Guidance on using SSM techniques with delegates’ own work based problems
- Discuss application of SSM in the workplace
- Gain expert feedback on your use of SSM

Ref. 336
26 March, Birmingham
£550 + VAT Members; £600 + VAT Non members
Course provider: Mark Westcombe

SIMULATION: A PRACTICAL GUIDE TO DEVELOPING AND USING MODELS

If you develop and use discrete-event simulation models in your work, this course will enable you to top up on the skills required for successful simulation modelling and analysis. You’ll learn how to build valid and credible simulation models and perform experiments with models to compare the results of different scenarios appropriately and efficiently.

- Learn how to determine what to model and what not to model
- Find out how to collect and analyse the data needed for a model
- Gain an understanding of the approaches for verifying and validating a model
- Learn how to carry out experiments to obtain accurate estimates of performance
- Understand the methods of running and comparing multiple scenarios

Ref. 337
30 March to 1 April, Birmingham
£1,665 + VAT Members; £1,815 + VAT Non members
Hands on course
Course provider: Stewart Robinson
INTRODUCTION TO O.R. I

This five-day course provides the perfect introduction to the field for those new to Operational Research or anyone who would like to add new O.R. skills to their repertoire. Introduction to O.R. I covers a wide range of methods and techniques that will enable delegates to understand the role of Operational Research in management; understand the requirements for successful Operational Research interventions; have knowledge of a range of Operational Research techniques; be able to identify the suitability of a technique for a problem situation; be able to apply those techniques.

On 21-25 September, we also offer a complementary course, Introduction to O.R. II, which introduces another range of O.R. techniques.

- O.R. and the O.R. process
- Statistical methods in O.R.: sampling and regression
- Simulation
- Optimisation and (Meta-) heuristics
- Statistical methods in O.R.: forecasting

Ref. 338
20-24 April, Birmingham
£2,850 + VAT Members; £3,125 + VAT Non members
Hands on course
Course provider: Frances O’Brien

A STRATEGIC CHOICE APPROACH TO PROBLEM STRUCTURING

The Strategic Choice Approach is a valuable tool for both analysts and policy makers. You’ll learn how to identify the key decisions that must be made to move your project forward, how to map relationships between multiple options, how to manage uncertainty and compare the relative merits of different scenarios. You’ll also discover how to make choices when there is disagreement about possible futures.

- Start work immediately on a project of your own
- Get input from peers that you can apply directly to your situation as well as expert guidance
- Gain the practical skills needed to power this powerful tool effectively
- Gain the necessary confidence to use this tool in your own work

Ref. 339
6-7 May, Birmingham
£1,200 + VAT Members; £1,300 + VAT Non members
Course provider: Brendan Hickling, Hickling & Associates

NEW FOR 2015
DESIGNING PERFORMANCE MEASUREMENT SYSTEMS USING ANALYTICS

This is an introductory course to Balanced Scorecard strategy maps – the latest tool in performance management systems. You’ll learn how the model converts plans, resources and capabilities into tangible outcomes like financial performance and customer satisfaction.

- Follow the evolution from financial measures to strategy maps
- Identify the issues surrounding the design of strategy maps and learn how to build them
- Identify the linkages between measures analysing data and simulation
- Generate feasible and balanced targets for measures

Ref. 340
12 May, Birmingham
£500 + VAT Members; £550 + VAT Non members
Course provider: Martin Kunc

USING SYSTEM DYNAMICS IN YOUR ORGANISATION

This hands-on course provides a guide to use and embed System Dynamics practices in organisations covering qualitative and quantitative approaches on the use of System Dynamics. The level is basic to intermediate.

You’ll learn about Qualitative and Quantitative system dynamics, how to identify and solve issues on the use of system dynamics, how to communicate system dynamics projects and how to embed system dynamics in an organisation’s culture.

The course provides
- A platform for building capabilities in system dynamics
- An opportunity for non-modellers to understand and interpret System Dynamics
- A chance to address issues in the development of qualitative and quantitative models
- The possibility to discuss delegates’ own issues with system dynamics models

Ref. 341
13 May, Birmingham
£500 + VAT Members; £550 + VAT Non members
Course provider: Martin Kunc

www.theorsociety.com
DECISION AND RISK ANALYSIS

The course will teach you how to model, analyse and manage the effects of various types of uncertainty that co-exist in decision problems. The training introduces a new and advanced approach to Multiple Criteria Decision Analysis (MCDA) under uncertainty and provides hands-on experience of the latest MCDA software tools.

- Acquire up to date knowledge in decision sciences and MCDA
- Enhance your decision making skills under uncertainty in your workplace
- Learn to save time, increase accuracy and consistency in decision making and communications
- Network and share experiences with other decision-making professionals

Ref. 342
19 May, Birmingham
£590 + VAT Members; £640 + VAT Non members
Hands on course
Course provider: Jian-bo Yang and Dong Ling Xu

SUPPORTING STRATEGY

This is a practical course aimed at developing expertise in deploying frameworks, methods and models to support strategy development. The course looks at the use of manual and computerised techniques for conducting various strategy development activities such as setting direction, creating strategic initiatives, making sense of internal and external environments.

- Roles for O.R. supporting strategy: Current practice
- Frameworks for setting direction and measuring performance
- Frameworks for creating strategic initiatives and rehearsing strategy
- Get an introduction to system dynamics
- Learn about formulation and simulation
- Undertake modelling for strategic development

Ref. 343
20-21 March, Birmingham
£1,140 + VAT Members; £1,240 + VAT Non members
Hands on course
Course provider: Frances O’Brien, John Morecroft
THE SCIENCE OF DATA VISUALISATION

These days, we can all create charts with one click. It’s easy - so why do they sometimes look so wrong? It turns out that we must respect ten thousand years of evolution, learn a new language, get to grips with core components and apply a structured process! During the day we will mix presentation, video, real published examples and workshop exercises to equip you for the exciting adventure that is modern data visualisation. You will learn:

- How visuals are hardwired into our biology;
- Why some charts elucidate and some obfuscate;
- The six simple steps in the visualisation cycle;
- How to transform your interaction with decision makers;
- Why action must flow from every successful visualisation.

Ref. 344
2 June, Birmingham
£615 + VAT Members; £665 + VAT Non members
Hands on course
Course provider: Ian Taylor, FlyingBinary

FROM BIG DATA TO OPEN DATA

Big Data and Open Data will prove to be a game changer for those organisation that ignore the hype and use these advances to enrich the data ecosystems they currently use. As data specialists moving from the structured data world to the use of semi structured, unstructured and open data requires a new understanding of the landscape before we can begin to gain the value from these innovations.

From Big Data to Open Data will explain the strategic landscape of both new data areas, enabling you to assess how best to incorporate both to create new strategies. Exploring the use of these new data sources will prepare an organisation to move from an analogue data view of their data to a digitally enabled view.

This course will enable organisations to understand the challenges and opportunities posed by Big Data and Open Data.

- What is Big Data and why does it matter;
- What is Open Data and why is it important;
- The challenges and opportunities of moving to a digital data landscape;
- Learn about some case studies which have particularly added value to the organisation;
- Next steps and innovations in this new data landscape.

Ref. 345
3 June, Birmingham
£555 + VAT Members; £605 + VAT Non members
Course provider: Ian Taylor, FlyingBinary
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<th>COURSES WITH</th>
<th>DESCRIPTIVE ANALYTICS</th>
<th>PREDICTIVE ANALYTICS</th>
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<td>Analytics involved in preparing data for advanced analysis, data modelling, visualisation and regression</td>
<td>Focus on predictive data mining and analysis</td>
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<td>11 March</td>
<td>ORGANISING AND PRESENTING DATA IN MICROSOFT EXCEL</td>
<td>IMPROVING QUALITY AND PERFORMANCE WITH THE PUBLIC SECTOR SITE</td>
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<td>12 May</td>
<td>DESIGNING PERFORMANCE MEASUREMENT SYSTEMS USING ANS</td>
<td>THE SCIENCE OF DATA VISUALISATION</td>
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<td>FROM BIG DATA TO OPEN DATA</td>
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<td>ACTIONABLE INTELLIGENCE</td>
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<td>14 July</td>
<td>DATA MINING: TECHNIQUES AND PROBLEMS</td>
<td>DATA MINING: ADVANCED DATA MINING</td>
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<th>GENERAL SOFT SKILLS</th>
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<td>9-10 September</td>
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<td>ANALYTICS CONTENT</td>
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<td>Detection of future probabilities and trends, forecasting, predictive modelling</td>
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| Simulation: A Practical Guide to Developing and Using Models |

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<th>Introduction to O.R. I</th>
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| Agent-Based Modelling: What, When and Where |

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<th>Applications for Analytics</th>
<th>Technique Specific Skills</th>
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<th>Skills for Practitioners</th>
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<th>The Collaborative Approach to Simulation Model Building</th>
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<th>Using Soft Systems Methodology / Practicing Soft Systems Methodology</th>
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<th>A Strategic Choice Approach to Problem Structuring</th>
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<th>Presenting and Demonstrating Impact in Complex Systems</th>
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<th>O.R. and Supply Chain Management</th>
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<th>PRACTICAL PROCESS IMPROVEMENT USING LEAN AND 6-SIGMA</th>
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<th>Successful Analytical Projects</th>
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With the government now more committed than ever to increasing open-data sets and the growing presence of Big Data, there is increasing opportunity for organisations to establish a more data-driven decision-making process. Being equipped with the knowledge of how to extract maximum value from this information, organisations can transform the way they function – improving efficiency and effectiveness and creating a more evidenced based data culture across the organisation.

Actionable Intelligence will equip you with the strategies necessary for implementing effective, data-driven decision-making processes that improve the functioning of your organisation. Meeting the challenges posed by Big Data and utilising data to drive outcomes, this course will enable you to make informed, evidenced-based business decisions.

- Make informed business decisions and design services through the effective use of data
- Use Key Performance Indicators (KPI) to drive outcomes
- Improve outcomes for service-users by improving efficiency and effectiveness
- Establish an actionable intelligence culture within your organisation
- Utilise data visualisation to create data driven decisions

Ref. 346
4 June, Birmingham
£555 + VAT Members; £605 + VAT Non members
Course provider: Ian Taylor, FlyingBinary

Learn how to conduct a rapid appraisal of a project to gain a clear idea of whom you need to engage with and how to do it in an effective and timely manner. If you’re looking to bring people together and guide them through a process of effective discussion, you will benefit greatly from this course. You’ll discover how to bring clarity to your project through the application of a simple appraisal tool, analyse the key issues and stakeholders, define your goals and plot your project over time.

- Start work immediately on a project of your own
- Get input from peers that you can apply directly to your situation as well as expert guidance
- Get stimulated and empowered by new ideas and tools
- Understand what you will need to do in the following weeks and months

Ref. 347
24-25 June, Birmingham
£1,200 + VAT Members; £1,300 + VAT Non members
Course provider: Brendan Hickling, Hickling & Associates
This course is ideal for anyone interested in assessing the relative performance of organisational units – for example different regional offices, bank branches, sales outlets, hospitals or schools. You’ll get an introduction to the recent developments in DEA including weights restrictions, assessment under variables, returns to scale and target setting and undertake illustrative assessments using advanced features of the Performance Improvement Management Software (PIM-DEA).

- Learn about new methods in efficiency and productivity
- Understand principles behind the non-parametric performance measurement
- Get hands-on experience of the PIM-DEA software from the developers
- See how to apply DEA techniques to your own workplace

Ref. 348
2 July, Birmingham
£550 + VAT Members; £600 + VAT Non members
Hands on course
Course provider: Ali Emrouznejad, Emmanuel Thanassoulis

DELEGATE FEEDBACK
Delegates attending our courses provide feedback on many aspects of the events. The scores are shared with the tutors with a view to maintaining and improving our very high standards. Some of the past comments have included:

“This covered more than I expected - this was a good thing!” Data Visualisation

“I thought the course was excellent and will defiantly recommend it to others. The cost of the course was high, however, I think it was good value for the volume learned.” Introduction to O.R. I

“An excellent course - really glad I came!” Introduction to O.R. I
Gain an overview of the data mining process and learn about predictive analyses such as regression and classification. Build your own decision models and see how to use data mining techniques in a range of applications such as marketing, finance and the public sector.

- Developing predictive models using classification and regression, Decision trees, Logistic regression, Artificial Neural Networks; Evaluating predictive models
- Applications in marketing, finance and risk management
- Developing descriptive models using clustering and association rules; Apriori algorithm, k-means clustering; Lab exercises with Weka

Ref. 349
14 July, Birmingham
£665 + VAT Members; £715 + VAT Non members
Hands on course
Course provider: Bart Baesens and David Martens

Developing skills learnt from the Techniques and Applications course [No 349]

- State-of-the-art techniques in data mining:
  Support Vector Machines; Bayesian Networks; Rule Extraction; Text Mining Recommender Systems
- Social Network Analysis (SNA):
  Principles of SNA; Mining Networked data; Applications in advertising, fraud detection and customer analytics
- Big Data:
  Principles of Big Data; The mapReduce paradigm; Mining Big Data; Applications in government and marketing
- The Black Swan

Ref. 350
15 July, Birmingham
£665 + VAT Members; £715 + VAT Non members
Hands on course
Course provider: Bart Baesens and David Martens
PUBLIC AND THIRD SECTOR SERVICES ARE INCREASINGLY BEING ASKED TO DEMONSTRATE THE IMPACT THEY HAVE, AND TO MAKE THE CASE FOR WHY (AND HOW) SERVICES SHOULD BE COMMISSIONED, BASED ON THE OUTCOMES THEY ACHIEVE. THIS BRINGS WITH IT A NUMBER OF CHALLENGES, AS THESE SERVICES ARE OFTEN DELIVERED IN COMPLEX SYSTEMS WHERE A NUMBER OF FACTORS CONTRIBUTE TO OUTCOMES AND IMPACT. THESE OUTCOMES ARE ALSO VERY OFTEN DIFFICULT TO QUANTIFY – AND KNOWING WAYS TO OVERCOME THIS ARE ESSENTIAL SKILLS FOR MANAGERS, PRACTITIONERS AND COMMISSIONERS OF PUBLIC SERVICES.

This course covers the core skills needed to successfully measure and demonstrate impact in a variety of settings, and an opportunity to learn from the experiences of others who have faced similar challenges. Importantly, you will learn the skills needed to successfully navigate through the latest tools and techniques that are available, and to choose what will work best in your own organisation.

The five main things the delegates will learn by attending the course

- Techniques and methods for defining outcome and impact measures
- Various ways to collect meaningful data and evidence
- Qualitative and quantitative analysis techniques and their application (in the public / third sectors)
- Measuring impact in complex systems
- Building a convincing business case

Ref. 351
16 July, Birmingham
£495 + VAT Members; £545 + VAT Non members
Course provider: John Newman and Sam Mackay

NEW FOR 2015

O.R. AND SUPPLY CHAIN MANAGEMENT

YOU’LL LEARN WHAT IS MEANT BY SUPPLY CHAIN MANAGEMENT AND ITS IMPORTANCE IN A BUSINESS SETTING. YOU WILL ALSO LEARN HOW O.R. TECHNIQUES AND MODELS HAVE A VITAL ROLE IN IMPROVING EFFICIENCY AND EFFECTIVENESS IN THE SUPPLY CHAIN.

You will acquire practical skills and tools which will improve your performance as a manager: O.R. techniques often covered theoretically will be summarised and applied in relevant applied settings; Case studies, hands-on experience and discussions will be facilitated by experienced tutors and networking will be actively encouraged.

You will learn:

- What is meant by Supply Chain Management and the importance of negotiation in good management
- Supply Chain strategies, planning and control, performance and metrics
- Supply Chain inventory management, forecasting and logistics management
- Risk management within the Supply Chain

Ref. 352
9-10 September, Birmingham
£1,450 + VAT Members; £1,550 + VAT Non members
Hands on course
Course provider: Nicholas Cron, Sigma Delta

NEW FOR 2015
The course will provide an examination of the need to improve on current optimisation practices and offer consideration of system and organisational fragility as well as process efficiency. You’ll learn about the Anti-Fragility concept developed by Nassim Taleb and the common shortfalls in current O.R. optimisation approaches. Familiarise yourself with current research thinking and discover:

- How fragility, robustness and anti-fragility is built in to organisational structures and systems
- How to explore shortfalls and risk in current modelling approaches
- How to take stock of fragility in relation to your own organisation and systems and construct an action plan to develop anti-fragility within them

Ref. 353
17 September, Birmingham
£380 + VAT Members; £430 + VAT Non members
Course provider: Prof Tony Bendell

This five-day course provides the perfect introduction to the field for those new to Operational Research or anyone who would like to add new O.R. skills to their repertoire. Introduction to O.R. II covers a wide range of methods and techniques that will enable delegates to understand the role of Operational Research in management; understand the requirements for successful Operational Research interventions; have knowledge of a range of Operational Research techniques; be able to identify the suitability of a technique for a problem situation; be able to apply those techniques.

- Problem Structuring Methods
- System Dynamics
- Statistical Methods in O.R.: multivariate models
- Data Envelopment Analysis
- O.R. in Strategy

Ref. 354
21-25 September, Birmingham
£2,875 + VAT Members; £3,125 + VAT Non members
Hands on course
Course provider: Frances O’Brien
INTRODUCING SOCIAL MEDIA FOR RESEARCHERS AND CONSULTANTS

Most social media training courses provide a basic general introduction to the subject and then you’re left on your own to see how you can put it into action. This course provides a sound understanding of the concept of social media, learn how to choose which social networks to join and which benefits you can get from social media. You’ll also get expert advice on how to create your own social media marketing campaigns and help with planning an individual social media strategy.

- You’ll get started with your presence in social media
- Connect and interact with peers in digital social networks
- Enhance your marketing through social media campaigns

Ref. 355
6 October, Birmingham
£400 + VAT Members; £450 + VAT Non members
Hands on course
Course provider: Francisco Marco-Serrano, Business Research & Applications Limited

PRACTICAL PROCESS IMPROVEMENT USING LEAN AND 6-SIGMA

This course cuts through the usual consultancy jargon surrounding Lean and 6-Sigma and provides take-away practical tools that will help you to improve your organisation’s processes. You’ll practice improving a ‘real’ process in a case study environment to identify the success and failure factors. You’ll understand how to decide which approach, if any, is best for your process. You’ll learn:

- How Lean and 6-Sigma differ, yet are complementary approaches to process improvement
- How to set up and define a process improvement project
- How to use appropriate tools to map, measure and analyse business processes and how to design a Lean value-adding process

Ref. 356
27 October, Birmingham
£450 + VAT Members; £500 + VAT Non members
Course provider: Ian Seath, Improving Skills Consulting Limited

www.theorsociety.com
MANAGING SUCCESSFUL ANALYTICAL PROJECTS

This workshop uses delegates’ own projects and experience to introduce methods for managing analytical projects from end-to-end, using relevant tools along the way. Virtually every piece of work done by analysts, economists and researchers is a project, or could benefit from applying project-thinking. This course is designed specifically for them.

A pre-requisite is that attendees should have a current, or upcoming project, to use during the workshop.

You’ll learn about the four stages that every project goes through and how to manage these, how to ensure an analytical project is initiated effectively, how to identify and manage relationships with project stakeholders. You will also learn how to apply some simple planning tools, including risk mitigation and how to track and control progress of a project

- Cut through Project Management jargon
- Take away practical tools to help improve your own projects
- Practise applying the learning to a “real” project during the workshop
- Identify the success (and failure) factors for managing projects
- Practical tips and tools for engaging with stakeholders and managing their expectations

Ref. 357
28-29 October, Birmingham
£1,010 + VAT Members; £1,110 + VAT Non members
Course provider: Ian Seath, LSR Training and Improvement Skills Consulting (Partnership)

AGENT-BASED MODELLING: WHAT, WHEN AND WHERE

This is a practical course aimed at developing expertise in agent-based modelling and simulation (ABM). You’ll gain practical experience of how to develop and implement agent-based simulation models and how to interpret the model outputs. You’ll also understand how to exploit the huge volumes of new data available to add an extra level of model granularity and learn how to tell the difference between good, bad and dangerous models. You’ll learn:

- When and why to use the main modelling paradigms (DES, SD and ABM)
- General principles and techniques used in modelling and simulation
- Design methodology for ABM; an introduction to the AnyLogic simulation tool

Ref. 358
3-4 November, Birmingham
£1,180 + VAT Members; £1,280 + VAT Non members
Hands on course
Course provider: David Buxton
About the OR Society

Founded 61 years ago in succession to the Operational Research Club which was set up in 1948, The OR Society is the world’s oldest-established learned society catering to the Operational Research (O.R.) profession, and one of the largest in the world, with 2,500 members in 53 countries.

The Society’s principal activities are:

• Fostering higher standards in O.R. by providing the world’s most extensive training programme in O.R.
• Enabling members of the profession to keep up to date by publishing journals of international repute to disseminate the latest developments in O.R., and by organising national, international and specialist conferences in the subject.
• Enabling members to find the information they need in their work by making available to members in searchable form the International Abstracts in OR, which catalogues papers from every reputable O.R. journal worldwide. The Society also maintains a library which is housed at Brunel University.
• Enabling members to share their work through the Document Repository, which enables conference presentations, case studies, lecture notes and many other types of document to be quickly uploaded to the web. Sharing of work, knowledge and expertise is further fostered by the Society’s special interest groups and regional societies, which organise regular meetings open to all.
• Demonstrating to the wider community the benefits, in terms of greater efficiency, improved service or otherwise, that O.R. can bring to society.
• Sponsoring educational activities such as summer schools for researchers and research projects on, for example, investigating the potential contribution of O.R. to environmental planning, the use of O.R. by community groups such as housing associations, and the factors making for successful O.R.
• Preserving, developing and managing the historical record of the subject by establishing and supporting the world’s only official O.R. archive and sponsoring the world’s first official history of O.R.
• Supporting conferences, the aims of which are to further knowledge in, or about, O.R.
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<tr>
<th>Date</th>
<th>Program Title</th>
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<tr>
<td>5 March</td>
<td>Facilitation Skills</td>
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<tr>
<td>10 March</td>
<td>Essential O.R. Skills for Practitioners NEW FOR 2015</td>
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<tr>
<td>10-11 March</td>
<td>The Collaborative Approach to Simulation Model Building</td>
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<tr>
<td>11 March</td>
<td>Organising and Presenting Data In Excel NEW FOR 2015</td>
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<td>12 March</td>
<td>Improving Quality and Performance with the public sector scorecard</td>
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<td>25 March</td>
<td>Using Soft Systems Methodology</td>
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<td>26 March</td>
<td>Practicing Soft System Methodology</td>
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<tr>
<td>30 March-1 April</td>
<td>Simulation: A Practical Guide to Developing and Using Models</td>
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<td>20-24 April</td>
<td>Introduction to O.R. I</td>
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<td>6-7 May</td>
<td>A Strategic Choice Approach to Problem Structuring NEW FOR 2015</td>
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<td>12 May</td>
<td>Designing Performance Measurement Systems using Analytics</td>
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<tr>
<td>13 May</td>
<td>Using System Dynamics in your organisation NEW FOR 2015</td>
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<tr>
<td>19 May</td>
<td>Decision and Risk Analysis</td>
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<td>20-21 May</td>
<td>Supporting Strategy</td>
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<td>2 June</td>
<td>The Science of Data Visualisation</td>
</tr>
<tr>
<td>3 June</td>
<td>From Big Data to Open Data NEW FOR 2015</td>
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THE 2015 LEARNING AND DEVELOPMENT PROGRAMME AT A GLANCE

4 June  Actionable Intelligence NEW FOR 2015
24 -25 June  How to engage key stakeholders in your project NEW FOR 2015
2 July  Performance Management with DEA
14 July  Data Mining: Techniques & Applications
15 July  Data Mining: Advanced Data Mining
16 July  Introduction to measuring and demonstrating impact in complex systems NEW FOR 2015
9-10 September  O.R. and Supply Chain Management NEW FOR 2015
17 September  Process Optimisation and Anti-Fragility: Friends or enemies
21-25 September  Introduction to O.R. II
6 October  Introducing Social Media for Researchers and Consultants
27 October  Practical Process Improvement using Lean and Six Sigma
28-29 October  Managing Successful Analytical Projects NEW FOR 2015
3-4 November  Agent Based Modelling: What, When & Where

For details of all courses and to book online, visit www.theorsociety.com or call Jennie Phelps on 0121 234 7818

www.theorsociety.com
WHY TRAIN WITH THE OR SOCIETY?

The OR Society is committed to supporting you and ensuring that you have the tools you need to develop your career in line with industry needs.

We’ve selected 29 high quality courses for 2015 covering a wide range of needs. All our courses are provided by trainers who have been carefully chosen for their expertise in the field and their experience as trainers.

For further details, or to book online, contact Jennie Phelps on +44(0)121 234 7818 or email jennie.phelps@theorsociety.com