CONCEPT

Legal Essentials for Managers and Non-Lawyers: Contracts, Employment and Liability

16 – 20 November 2026
Paris - Right Bank business hotel



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Introduction:

Many legal problems start with ordinary management decisions: a manager signs beyond their authority, agrees a change by email, handles a dismissal without procedure, shares personal data carelessly or writes an admission after a customer complaint. Legal essentials for managers and non-lawyers close that gap. This Core Concept course explains how laws, regulations and internal policies bind an organisation, what contracts, employment rules, data duties and liability mean in daily work, how to behave during inspections and disputes, and when to call legal counsel. Participants build a Legal Risk Checklist and Escalation Guide for their own department.

Course Objectives:

- Explain how legislation, secondary regulation, licence conditions and internal policies rank and bind the organisation and its managers
- Check that a contract is formed, signed within authority and varied properly, and recognise a breach that needs formal notice
- Apply employment, personal data and confidentiality principles to hiring, discipline, information sharing and staff departures
- Distinguish contractual, tortious, vicarious and personal liability and identify decisions that expose a manager personally
- Handle regulatory inspections, document requests, record retention and early dispute correspondence without weakening the organisation's position
- Produce a departmental Legal Risk Checklist and Escalation Guide that sets when and how legal counsel is involved

Target Audience:

- Line managers who approve purchases, sign documents and supervise staff on behalf of their unit
- Department heads accountable for contracts, people decisions and records within their function
- Team leaders who handle staff conduct, customer complaints and daily operational approvals
- Project and operations managers who deal with suppliers, customers and site inspections
- Non-lawyer managers in finance, HR, procurement and administration who act as the first contact point for legal questions

Course Outline:

Day 1: How Law Reaches the Workplace: Sources of Rules and Organisational Exposure

- Sources of Binding Rules: Legislation, Secondary Regulation, Case Law and Custom
- Rule Hierarchy Ladder From Statute to Licence Conditions and Internal Policy
- Corporate Personality, Directors, Officers and Agents: Who Acts for the Organisation
- Civil, Criminal and Administrative Consequences Compared for Managers
- Departmental Legal Exposure Map: Decisions, Documents and Counterparties

Day 2: Contracts in Daily Operations: Formation, Authority, Variations and Breach

- Contract Formation Checkpoints: Offer, Acceptance, Consideration and Intention to Be Bound
- Signing Authority Matrix, Delegation Limits and Apparent Authority Traps
- Key Clause Reading Guide: Scope, Payment, Liability Cap, Termination and Governing Law
- Variations, Side Letters, Email Exchanges and Waiver by Conduct
- Breach Recognition, Notice Letters and Remedies Overview for Contract Owners

Day 3: People, Personal Data and Confidential Information Duties

- Employment Relationship Basics: Employment Contract, Staff Handbook and Implied Terms
- Recruitment, Discipline, Grievance and Dismissal Procedure Fairness Principles
- Anti-Discrimination, Harassment Prevention and Workplace Safety Duties of Line Managers
- Personal Data Processing Principles: Lawful Basis, Minimisation, Retention and Breach Reporting
- Confidential Information, Trade Secrets and Non-Disclosure Agreement Handling

Day 4: Liability, Regulatory Inspections, Records and Pre-Litigation Conduct

- Liability Map: Contractual, Tortious Negligence and Vicarious Liability Through Respondeat Superior
- Personal Liability of Managers: Negligent Misstatement, Duty of Care and Regulatory Offences
- Regulatory Inspection Protocol: Unannounced Visits, Document Requests and Staff Interviews
- Records Retention Schedule, Litigation Hold and Electronic Evidence Preservation
- Pre-Litigation Conduct: Without Prejudice Correspondence, Admissions and Legal Professional Privilege

Day 5: Case Work: Departmental Legal Risk Checklist and Escalation Guide

- Multi-Sector Case File: Supplier Dispute, Employee Complaint and Customer Data Leak
- Red-Flag Spotting Exercise on Approvals, Emails and Purchase Orders
- Legal Counsel Instruction Note: Facts, Documents, Question and Deadline
- Departmental Legal Risk Checklist Build With Trigger Points and Owners
- Escalation Guide Walkthrough Before a Mock Legal and Compliance Panel

Skills You Will Gain:

- Legal Source Mapping
- Signing Authority Control
- Contract Variation Management
- Fair Employment Decision-Making
- Personal Data Handling
- Liability Exposure Recognition
- Inspection Readiness
- Legal Counsel Briefing

Why Attend This Course:

- Leave with a Legal Risk Checklist and Escalation Guide for your own department, tested on a multi-sector case file
- Recognise the emails, signatures and approvals that create legal consequences before they turn into disputes
- Brief legal counsel with the right facts and documents, saving time and keeping advice privileged
- Compare everyday legal pitfalls with managers from manufacturing, services, healthcare and public bodies

Conclusion:

Managers do not need to become lawyers, but they must recognise when a decision carries legal weight. The week moves from the sources and hierarchy of rules and who acts for the organisation, through contract checkpoints and signing authority, to employment, personal data and confidentiality duties, then liability, regulatory inspections, records and pre-litigation conduct. The final day applies these principles to a multi-sector case file and produces a Legal Risk Checklist and Escalation Guide for each department. The course explains general principles and is not legal advice.