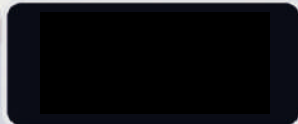




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ABOUT US

Pib Knowledge is the most trusted and reliable training & consultancy provider in the West African sub region, providing world-class corporate training solutions and services in English, French and Portuguese to organizations and individuals in West Africa.

We offer a wide array of soft skills development programmes for all organizational levels from executive management all the way to the front-line employees. We do not provide, nor support, the typical mundane class-room training delivery. Our training sessions are highly interactive, delivered by subject matter experts who are competent in providing relevant and applicable training solutions and consulting services to today's business challenges.

We also provide bilingual training solutions to meet the needs of our clients in countries such as: Senegal, Guinea, Cote d'Ivoire Togo etc.

Our Expertise Covers:

- Accounting and Finance
- Administration and Secretarial
- Auditing and Governance, Risk and Compliance
- Banking, Insurance and Financial Services
- Communication and Writing Skills
- Construction Management
- Contracts Management
- Customer Service
- Data Management and Business Intelligence
- Digital Innovation and Transformation
- Health, Safety and Environment
- Healthcare and Pharmaceutical Management
- Human Resources and Training
- Interpersonal Skills and Self Development
- IT Management
- Leadership and Management
- Legal
- Maintenance Planning and Asset Management
- Marketing and Sales
- Oil and Gas
- Planning and Strategy Management
- Procurement and Supply Chain Management
- Project Management
- Public Relations
- Quality and Productivity
- Security Management
- Transportation Management and Aviation

WHO ATTENDS OUR TRAINING PROGRAMME

By Seniority

- CEO/ Vice President
- General Manager/MD
- Head of Department
- Middle Management
- Non-Managerial

By Industry

- Government
- Banking and Finance
- Real Estate
- Healthcare
- Manufacturing & Industrial
- Education
- Utilities
- Other



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Accra Ghana

OUR CLIENTS

Since opening our office in 2012 more than 3,000 professionals have benefited from our training, through our Open Enrollment Courses and In-House programmes. We have been privileged to work with most leading organisations in the West Africa sub regions, covering all aspects of executive development from strategic leadership to planning and implementation to financial modelling. With our carefully selected instructors and our excellent team, we have shaped a superior training experience that has been a privilege sharing tier with captains of industries and top institutions all over the West Africa.

Our clients rely on our dedication to service, flexibility and passion for quality as they focus on building a performance culture that matches their organisation's commitment to progressive growth.

PARTNERS

We recognise that it is not possible to possess experience and knowledge in every aspect of business training. We have formalised strategic alliances with globally recognised organisations and accreditation body to augment our consulting capability and enhance the value of our service delivery.

To learn how your organisation can benefit from a partnership with us, please email training@pibknowledge.com or call **+233 302 909 013**

CERTIFIED COURSES

The certified courses are cutting-edge events which are brought to you in association with our academic partners.

Discover the benefits of these certified courses:

- Gain an in-depth understanding of every issue impacting your organisation and ensure you walk away with the confidence and experience to handle any situation.
- Earn a certificate in your chosen field that builds your proficiency, enhance your value to your organisation and further your professional development.
- Discover best practice and critical strategies in your chosen field that will ensure organisational compliance and improve your job performance.
- Exchange ideas and discuss practical solutions to common (and not so common) dilemmas with colleagues and leading specialists.



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IN-HOUSE TRAINING

Bringing the game to you

Any of the topics and subjects covered in this brochure can be adapted to suit your business. This means you save time away from the workplace and money spent on travel and accommodation. Plus, you can train multiple staff members at the same time, in a familiar and relaxed environment, to ensure that everyone gets the most out of the training, and courses can be tailored to your exact needs.

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HR managers are given the administration access to the online learning platform and can at any point in time check the progress of a student, as well as plan for each employee a series of training goals for their continual professional development.

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For further information about in-company training please visit www.pibknowledge.com

Focus on your next move!

We are proud to be a leading provider of customized training solutions across the region and we would welcome an opportunity to discuss your development initiatives.

Please contact us on training@pibknowledge.com for one of our training specialists to get in touch



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ONLINE TRAINING & CERTIFICATION

Pib Knowledge always thrives on being the best in the application of technology-based training and development in West Africa. In keeping with this commitment, we provide many avenues for people to be part of our enriching training programs that core on modern technology. Anyone, anywhere- once confirmed as a participant- can have access to over 100 Online-training courses and gets Pib Knowledge certification at the end of each course.

Our e-learning also offers you an ideal way to derive the greatest possible benefit from your training budget. The online modules contain advanced learning materials such as; videos, live messenger, extra materials and interactive exercises, as well as animations. and allows you to learn at your own pace, at a time and place of your choose.

For further information about online training please visit www.pibknowledge.com

Learning Management:

We provide world-class Learning Management System (LMS) and a professional Learning Management service to ensure that your online training runs smoothly and successfully. This includes learner management and support, administration training, online course hosting, webinar support, and an online store for sales.

CONSULTING

Expert advice to maximise the benefits of e-learning.

Pib Knowledge has years of experience in successfully implementing e-learning projects for corporate institutions and training organisations. These projects have included e-learning development, learning management system, and roll-out of generic and bespoke training, covering a wide range of topics.

We share this experience through our advisory service, including:

- e-learning strategy
- e-learning audit
- Finding and implementing the right e-learning platforms (LMS)
- Deciding on suitable course content and designing this for effective e-learning
- Rolling out and managing successful e-learning projects
- Sustaining learning through blended learning and ongoing user involvement
- Training and monitoring on e-learning development and management

OUR SERVICES



OUR DELIVERY METHODOLOGY

Pib Knowledge training delivery method is highly practical, interactive and hands-on; to help each participant retain the knowledge, skills and attitudes they learn on the programme. By doing so, the experiential learning process of making meaning from direct experience is enhanced through varieties of techniques and tools during our workshops sessions.

Our sessions are facilitated by experts who, besides their expertise, have strong theoretical grounding combined with several years of relevant practical industry experience. Our facilitators are well informed about the conditions under which adults learn effectively, they speak several languages combining a plethora of methods, including:

- Lectures
- Discussions
- Questions and answers sessions
- Individual exercises
- Group exercises
- Videos (where required)
- Group projects

PIB' CERTIFICATES

At Pib Knowledge we don't just issue certificates to participants because they are through with the course programme. Our certificates are proves that the participant understand the content of the programme and will be able to apply/reproduce the newly acquired knowledge and skills when faced with difficulty on their job.

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“

I just wanted to thank you for a wonderful 4 day workshop. It was very informative, engaging and enjoyable. I wouldn't be exaggerating to say that it was one of the best training sessions I have attended so far. I hope I will have the opportunity to benefit from your teaching again in the future! ”

**The Manager Special Duties
Tema Oil Refinery**

“

Instructor is knowledgeable, experienced with relevant and realistic examples. It was really enjoyable and the information really sunk through. ”

**Trade Finance Manager
Republic Bank**

“

It was really a very good experience. We have learned various types of models/thinking. I will strongly recommend this training to the entire organisation. ”

**The HR Manager
Ministry of Railways Development**

“

The training was very informative and included practical examples along with the theory concepts. My team and I have gain relevant knowledge and skill ready to apply on Monday morning. ”

**Monitoring & Evaluation Department
Pencil of Promise**

“

Great opportunities can only be found outside your comfort zone.

”



Administration & Official Management





Administration and Office Management: Best Practices and IT

Course Overview

Administrative assistants are invaluable members of the office team. They are charged with overseeing and coordinating the day to day operations of a business. Thanks to the advent of communication technology, the skills these assistants require have become diversified, and the ability to multitask and juggle several different instructions at once have become essential. Other qualities needed by these members include excellent communication skills, a polished appearance, and good interpersonal instincts. This course tackles all these behavioural skills while focusing on areas related to the use of technology to get things done effectively and successfully.

Course Methodology

The course involves a mix of self assessment tools, showcases of computer applications, brief presentations by the consultant and participants on course related topics, and videos to enhance learning and real life implementation.

Course Content:

New roles for new times

- The changing organization.
- The role of management in the workplace.
- The main tasks of office managers.
- New roles for new times.

Mastering data management, indexing and archiving

- Mastering filing systems.
- Records management.

Creating a motivating and productive office environment

- Design and productivity.
- Dealing with and managing diversity.
- Steps to great time management.
- Dealing with difficult bosses.
- Inbox zero: managing emails effectively.

Advanced communication skills for administrators

- Business communication
- Creating powerful short presentations

Advanced business writing

- The executive assistant success tool box
- Basic modern office etiquette
- Event planning and execution
- Team and leadership skills

Course Objectives:

By the end of the course, participants will be able to:

- Define and apply the new roles of executive assistants and administrators to meet modern challenges
- Use technology to get more done and to stay connected with the office and their boss
- Plan and organize work flow effectively by filing, documenting, sorting, indexing, and retrieving corporate documents in the most appropriate manner
- Create quality standards for a motivating and productive office environment
- Demonstrate a better command of the English language including the meaning and spelling of words, grammar, and the rules of writing.
- Identify and improve the competencies they require to keep generating added value services.

Effective Meeting Management

Making Meetings Work: How to Plan, Conduct and Manage Group Discussion

Course Overview

Some studies estimate that office workers spends 33%-50% of their time in meetings. Yet many people regard them as too long, frustrating, and wasteful.

This hands-on and interactive effective meeting management course teaches participants what to do before, during and after meetings in order to get results instead of more meetings.

Course Methodology

This course is highly interactive and utilizes methodology including group discussions, individual role play, case studies, videos, participant presentations and problem solving scenarios.

Course Content:

- Preparing for a meeting: The Basics for Effective Meetings.
- The Best and the Worst of Meetings.
- Setting the Stage for Success.
- Meetings Process and Content.
- Your role as a meeting attendee and how to convert boring lengthy meetings into productive ones.
- How to control a meeting.

Course Objectives:

By the end of this course you will be able to:

- Transform meetings into shorter and more productive gatherings.
- Put together guidelines for the preparation and structure of the meeting.
- Establish a meaningful purpose of the meeting and draw up a workable agenda.
- Identify and avoid meeting planning disasters.
- Anticipate, manage and control typical challenges and concerns.
- Balance discussions, and tactfully handle any difficult participants.
- Improve time and money spent on arranging and managing meetings.

Programme Details:

Code: ADM-1000

Programme Duration: 3 Days

Who Should Attend:

- Administrators
- Office Management
- Secretaries & Personal Assistants
- Administrative Personnel

Programme Details:

Code: ADM-1001

Programme Duration: 1 Day

Who Should Attend:

- Managers & Supervisors
- Team Leaders & Team Members
- Administrators who run meetings

HR Administration Skills

Course Overview

HR administrators and officers are constantly requested to expand their existing knowledge and skill set. This course has been developed to enrich the HR professional's knowledge in the areas of organizational structures, organizational systems, HR reporting, legal documentation and employee policies. In addition the course provides an extensive body of knowledge on the competencies required for successful HR administrators.

Course Methodology

To provide a more practical element to this course, participants are required to develop an employee handbook and an organization structure using computer stations provided by Pib Knowledge. In addition, a live demo of an HR system will be provided in order to highlight major features and develop a system's business requirements.

Course Outline:

The HR administrator in organizations

- Major roles and responsibilities of HR administrators
- A look at the HR administrator's job description
- The HR administrator's position within the HR department
- Professional qualifications as a competitive advantage
- Competencies of successful administrators
- Technical competencies
- Behavioural competencies
- Assessing and developing your competencies

Introduction to organizational structures

- Definition and purpose
- Types of organizational structures
- Advantages and disadvantages of various structures
- Examples of structures for a number of organizations
- Tools used to draw organizational structures

Working with Human Resources Information Systems (HRIS)

- The evolution of HRIS
- Functions and features of HR systems
- Developing assessment criteria to be used for evaluating different systems
- Assessing and evaluating existing HR systems
- Workshop: live demonstration and practice using an HRIS

HR measurements and reporting

- Research terms and techniques
- Frequently used HR metrics
- Calculating HR metrics
- Reporting methods and examples: charts and graphs
- Workshop: developing HR reports using bar charts, pie charts and line charts

Employee documentation and record keeping

- Purpose and objective of record keeping
- Employee files: legal documents to maintain
- Developing an orientation package: documents to provide to new hires
- Policies, procedures and work rules
- Developing an organization's employee handbook

Course Objectives

By the end of the course, participants will be able to:

- Identify the role of HR administrators within the HR structure of their organization
- List and develop competencies required for successful HR administrators
- Distinguish between various types of organizational structures and develop structures using Microsoft vision
- Describe the core functions of HR systems and determine business requirements for their organization's HR system
- Develop HR reports using different types of graphs and templates
- Select legal documents required to collect and maintain for employees.
- Create their organization's employee handbook

Project Management for Administrative Professionals

Course Overview

The tools and techniques associated with project management will give you the confidence you need to get the job done – on time and on budget.

At this highly practical three-day course you will learn scheduling, budgeting and planning skills that will take your project successfully from conception to completion.

Whether it's purchasing office equipment, planning a meeting or special event or creating a presentation, the skills that you will gain by attending this course will ensure that you are equipped to take on the challenges.

Course Methodology:

This course relies on the use of individual and group exercises aimed at helping participants learn all key Project management activities. The course also features the use of a number of case studies and presentations by participants followed by discussions. In addition, this course incorporates pre and post testing.

Course Content:

- Understanding the basic principles of project management
- The five key stages of a project
- The role of the project Administrator
- Identifying the essentials for project success
- Effective time management
- Setting clear objectives to meet your business needs
- Listing and grouping your activities
- Committing your resources
- Understanding project costing
- Creating a commitment matrix
- Project management tools
- Managing information flow
- How to develop trust and build rapport at the beginning of the project
- Creating flow within the project team
- Active problem solving in project management
- Resolving conflict and difficult situations
- Negotiating and influencing
- Running review meetings
- How to write project documentation
- Developing and presenting the project.

Course Objectives

By the end of this course you will be able to:

- Understand the five stages of project management, and the role of project management in your organisation
- Identify how to maximise the administrative support you provide, manage multiple priorities and conflicting demands
- Manage multiple priorities and conflicting demands
- Introduce systems and documentation to effectively manage projects.
- Monitor and send updates on project performance, and present updates with confidence.

Programme Details:

Code: ADM-1002

Programme Duration: 3 Days

Who Should Attend:

HR administrators and officers who wish to develop their knowledge and improve their HR administration skills.

Programme Details:

Code: ADM-1003

Programme Duration: 3 Days

Who Should Attend:

This course is for all admin professionals who want to gain new techniques to help them in their role. It is also a necessity for all assistants working in Project Management teams and those new to the Project Management function.

Managing the Big Boss

Course Overview

This course will equip any executive or personal assistant with the competence needed to excel on the job. It will give you an in-depth understanding of the principles and best practices of successful senior administrators. It will also increase your impact and visibility at the office and it will enable you to derive several action plans for taking on more challenges and raising your career up a notch. Participants on this course usually are experienced senior assistants of GMs, CEOs and VIPs. Hence, you will have the opportunity to exchange experiences and discuss the challenges facing you.

Course Methodology:

This highly engaging course uses a combination of individual inputs and group workshops which will enable participants to share their experiences in a professional and safe environment. Being packed with real life challenges, it will also enable participants to test their learning and retain all the skills obtained. Moreover, it will equip participants with several realistic action plans which can be immediately implemented at the workplace. Most importantly, this course will change the way participants view their current situation by challenging their existing beliefs and putting them to the test.

Course Outline:

- Progressive Role of the Executive or Personal Assistant
- Understanding yourself and the effect you have on others
- The essentials of good workplace communication
- Effective listening to resolve problems
- Persuasion and influence
- Handling complaints
- Conflict management and resolution
- Dealing with stress and priorities
- Understanding your boss' working style
- Professional Business Writing
- Dealing With Visitors and Improving Customer Service
- Problem solving and creativity

Course Objectives

By the end of the course, participants will be able to:

- Practice advanced administration techniques to effectively run the office of a senior manager
- Develop excellent relationships with the manager to maximize productivity
- Acquire modern communication concepts and strategies to facilitate work flow
- Apply professional business writing techniques in e-mails
- List the main causes of stress and prepare an action plan to keep them under control
- Prepare and organize a professional meeting, write its agenda and take minutes accurately
- Demonstrate professional skills in serving internal and external customers effectively

The Highly Productive and Effective Administrator

Course Overview

Organizations are experiencing rapid changes which are creating several challenges to modern administrators. Most notably is the need for administrators to absorb more workload and improve the quality of output. This course will equip you with precise strategies which will lift your productivity and effectiveness to new levels. You will learn how to spot and take advantage of opportunities for streamlining and simplifying work processes. You will also gain self-direction and self-management skills needed to propel your career and help your department and organization. You will also develop and practice a variety of thinking abilities such as logical, analytical, critical and creative. Moreover, in this course you will appreciate and take advantage of the power of positive attitude which will help you develop proactive 'can-do' strategies. You will also devise strategies to build an excellent relationship with your manager and colleagues and to deal with conflict at the workplace. Furthermore, you will discover the extent to which emotional intelligence can assist you in expanding your horizon, managing yourself and people around you. Finally, this course will provide you with highly needed action plans for improving your competencies in planning, prioritizing and organizing.

Course Methodology:

This course uses a combination of interactive activities, group and individual exercises, role plays and discussions. It also uses tools to assess personal talents and areas of improvement and will help participants devise improvement plans accordingly. Participants will come up with their own strategies to overcome real life scenarios and will be given the chance to challenge and defend findings.

Course Content:

- Productivity and effectiveness: gateways to the 21st century administrator
- Effective self-leadership
- The thinking administrator
- The power of your attitude
- Developing your work relationships
- Organizing and planning for best performance

Course Objectives

By the end of the course, participants will be able to:

- Explain why productivity and effectiveness are critical for the success of the 21st century administrator
- Develop self-management which will enable professional advancement
- Employ their thinking skills to facilitate turning problems into opportunities
- Apply the power of positive attitude at the workplace
- Build excellent relationships with people at all levels
- Plan and organize in order to maximize their use of time and improve their performance at the office

Programme Details:

Code: ADM-1004

Programme Duration: 2 Days

Who Should Attend:

- Mid-Level Managers
- Team Leaders & Team Members
- Executive Assistants & Coordinators

Programme Details:

Code: ADM-1005

Programme Duration: 3 Day

Who Should Attend:

Administrators, office managers, personal assistants and any member of the general staff wishing to improve their personal skills and challenge themselves to excel in their mission at the office.



Banking, Accounting & Finance





Advanced Budgeting Workshop

Course Overview

'Advanced Budgeting Workshop' is the second level course in budgeting after Pib Knowledge's 'Effective Budgeting and Cost Control' course. It goes beyond the theory of budgeting as a concept to cover specific steps to make the budget a value-added process in the organization. By building user-friendly models and applying scenario analysis, management will spend less time gathering data and more time analyzing this data for decision making. Several Microsoft Excel tools are used throughout this course to make it practical and to provide participants with the skills needed to apply these tools in their organization immediately.

The course also highlights some of the main forecasting models and the detailed evaluation of capital budgeting techniques, all of which are applied in Microsoft Excel and put into practice..

Course Methodology:

The course is a hands-on application on how to use MS Excel in budgeting and forecasting. Participants will be involved in exercises, individual and group presentations, and will work on several case studies.

Course Content:

Budgeting and planning

- The budget and the functions of management
- Budget as a planning tool
- Budgets and the key financial statements
- The top-down versus bottom-up process

Budget cycle, process and approaches

- The budget cycle
- Characteristics of successful budgeting
- Making the budget a value-adding activity
- Top ten problems with budgeting
- Choosing the proper budgeting approach
- The master budget and its components
- Operating and capital budgets
- Best practices in budgeting
- Creating a user friendly budget template

Forecasting techniques

- Forecasting models
- Qualitative and quantitative methods
- Steps in developing forecasting models
- Time series and trend analysis
- Data conditioning techniques
- Exponential smoothing and moving averages
- Simple and multiple regression analysis

Advanced capital budgeting evaluation techniques

- Business risk and cost of capital
- Classifying investment projects
- Cash flow estimation
- Analyzing investment and operating cash flows

Breakeven analysis and optimization techniques

- Cost Volume Profit (CVP) analysis
- Using CVP to reach a target income
- Single product and multiple products breakeven analysis
- Working with budget constraints
- Building optimization models

Course Objectives

By the end of the course, participants will be able to:

- Evaluate the budgeting process in their organizations and recommend improvements
- Create budget templates and models for their departments or organizations
- Apply several forecasting techniques to better manage uncertainties in budgeting
- Evaluate capital budgeting decisions using several methods and recommend proper action
- Utilize Microsoft Excel functions and tools in the budgeting process including breakeven analysis and optimization

Programme Details:

Code: BF-9000

Programme Duration: 3 Days

Who Should Attend:

Finance directors, managers, controllers, accountants, budget analysts, budget owners and professionals who wish to expand their budgeting knowledge.

Certificate in Treasury and Cash Management

Course Overview

It is essential for every organization to effectively utilize its funds and manage its exposure to key risks arising from fluctuations in interest rates and foreign exchange rates. The certificate in treasury and cash management course examines the important roles of corporate treasury in managing cash flow and liquidity, working capital, accessing debt financing and managing capital. This course provides professionals with a sound understanding of tools and techniques required for effectively managing the various aspects of treasury risk.

Course Methodology:

The course uses a mix of interactive techniques, such as brief presentations by the consultant, application of theories presented by the consultant and group exercises to exchange experience and apply knowledge acquired throughout the course.

Course Content:

Introduction to the treasury function

- Definition and responsibilities of the treasury function
- Treasury professionals' role
- Risks surrounding the treasury function

Cash and liquidity management

- Asset and liability management versus treasury management
- Understanding the cash cycle
- Reasons for holding cash: transaction, precautionary and speculative
- The optimum cash balance:
- Managing and accelerating collections
- Managing and decelerating disbursements
- Ratio analysis for decision making

Corporate finance theory

- The time value of money
- Steps in the investment management process
- Calculating holding period return
- Risk and return concepts

Fixed income securities and bonds' valuations

- The money market and instruments
- The debt market
- Risks associated with the debt market
- Bonds' valuation techniques
- Price and maturity relations

Stock market and equity valuations

- The equity instruments: IPOs, seasoned offerings and private equities
- Holding period returns for equity securities
- Equity valuation techniques

Accounting for investments: recognition, impairment and hedge accounting.

- Type of investment securities
- Classification under IFRS 9: Fair Value Through Profit or Loss (FVTPL), Fair Value Through Other Comprehensive income (FVTOCI), amortized cost
- Initial recognition and subsequent measurement
- Transfer between categories
- Impairment of financial assets under the new standard
- Briefing on hedge accounting under IFRS 9

Briefing on derivatives markets, hedging and speculation

- Definition of derivatives: forwards, futures, options and swaps
- Difference between hedging and speculation
- General internal hedging strategies

Course Objectives

By the end of the course, participants will be able to:

- Describe and explain the roles of corporate treasury management and the treasury function.
- Apply up-to-date practices covering asset liability management and cash management techniques.
- Develop a practical understanding of financial markets and their products.
- Recognize and correctly measure financial instruments under International Financial Reporting Standards (IFRS) and Generally Accepted Accounting Principles (GAAP).
- Describe fair value measurement and explain its effect on financial instruments' presentation.
- Explain hedging and speculation, and distinguish between the different hedging techniques applied by the treasury function.

Programme Details:

Code: BF-9001

Programme Duration: 5 Day

Who Should Attend:

Treasury professionals, financial professionals, finance managers, corporate controllers, financial controllers, chief accountants, accounting managers, senior accountants, banking professionals, back-office managers, traders and dealers, finance regulators and corporate business professionals.

Corporate Finance Workshop

Course Overview

'In today's turbulent business environment, successful finance professionals need to be well equipped to make increasingly complex and challenging operating, investing and financing decisions. Aggressive versus conservative financial management, overvaluation, undervaluation and raising finance are complicated, but in today's international marketplaces and constantly growing market competition, they are more challenging than ever. This corporate finance course will help you develop a strategic understanding of key financial decisions faced by organizations today.

Course Methodology:

The course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants, case studies, and group exercises to apply the knowledge acquired throughout the course.

Course Content:

Introduction to corporate finance

- Role and scope of corporate finance
- Overview on operating decisions: managing current assets and current liabilities
- Overview on investing decisions: opportunities and their benefits
- Overview on financing decisions: sources and their costs

Working capital and the financing decision

- Deciding between liquidity versus profitability
- Financing current assets: deciding between certainty and profitability
- Working capital management styles: aggressive versus conservative
- The cash conversion cycle
- Cash management: accelerating collection and decelerating disbursements

Analyzing capital investment decisions

- Know the 5 key principles in capital budgeting process
- Building accurate cash flows forecasts for a correct conclusion
- Calculating payback, NPV, discounted payback, and IRR using Excel
- How to choose between projects with different useful lives
- Capital rationing: allocating limited funds on available projects
- Mistakes managers make when evaluating capital projects

Cost of capital and the optimal capital structure

- The capital asset pricing model as a tool to calculate required return on equity
- Calculating the correct Weighted Average Cost of Capital (WACC) for a project
- Modigliani-Miller regarding capital structure
- Calculating the optimal capital structure
- Why company's actual capital structure fluctuates around its target capital structure
- Factors that affect dividend policy
- Methods of determining dividend policy

Financial forecasting, analysis and valuations

- Understanding the business: Michael Porter's 5 elements
- Revenue forecasting: bottom up versus top down
- Techniques for forecasting costs and expenses
- Approaches to balance sheet modelling
- Methods for public equity valuation: the when and why

Course Objectives

By the end of the course, participants will be able to:

- Recognize the three pillars of corporate finance and distinguish between the different financing resources and investment opportunities
- Interpret the cash conversion cycle and predict if the organization is collecting receivables as scheduled, managing inventory properly and settling payables as per market guidelines
- Compute the weighted average cost of capital, examine the optimal capital structure and relate the company's dividend policy to its capital structure
- Analyze capital investment decisions by applying payback, Net Present Value (NPV), discounted payback and Internal Rate of Return (IRR)
- Employ diverse techniques in valuing equities using the income approach, market approach, residual income approach and asset based approach then make relevant investing and financing decisions

Programme Details:

Code: BF-9002

Programme Duration: 5 Days

Who Should Attend:

Finance professionals, finance managers, corporate controllers, financial controllers, treasury professionals, chief accountants, accounting managers, senior accountants, banking professionals, investment professionals, research analysts and corporate business professionals.

Effective Budgeting and Cost Control

Course Overview

Planning and budgeting are must-have skills for all professionals regardless of their function or managerial level. This course covers the concept of budgeting as a planning tool, a financial device and a control mechanism. In addition, it provides the necessary application tools required to making long-term and short-term planning decisions.

Course Methodology:

This course focuses on exercises, case studies, and individual and group presentations.

Course Content:

Planning and the functions of management

- The critical functions of management
- Aligning the budget with the strategy of the organization
- Road map to strategy
- Budget as a planning tool
- Control: the missing link
- Planning pitfalls

The key financial statements

- The accounting system
- The income statement
- The balance sheet
- The cash flow statement

Corporate finance theory

- The time value of money
- Steps in the investment management process
- Calculating holding period return
- Risk and return concepts

Budgeting: process and approaches

- The advantages of budgeting
- The budget process
- Rolling budgets
- The master budget
- Operating and capital budgets
- The budgeted financial statements
- Approaches to budgeting
- Tools of forecasting
- Direct and indirect costs
- Characteristics of an effective budget
- Problems in budgeting

Cost control

- Budget as a control tool
- The control process
- Characteristics of an effective control system
- Responsibility reporting
- Variance analysis: identifying the components of variance
- Variance analysis: taking the corrective action

Capital expenditure budgeting and analysis.

- Time value of money
- Simple versus compound interest
- Identifying and analyzing cash flows
- The discount rate: using cost of capital
- Net Present Value (NPV)
- Internal Rate of Return (IRR)
- Profitability Index (PI)
- Pay-Back Period (PBP)
- Accounting Rate of Return (ARR)
- Approval for Expenditure (AFE)
- Sensitivity and risk analysis

Cost-Volume-Profit analysis (CVP)

Course Objectives

By the end of the course, participants will be able to:

- Defend the importance of linking an organization's budget with its strategic plan
- Demonstrate how the budget relates to the key financial statements: balance sheet, income statement, and cash flow
- Prepare the key elements of an operating and capital budget and evaluate the different budgeting approaches used
- Apply cost control tools, analyze management variance reports and take proper corrective action
- Calculate different capital budgeting evaluation techniques as included in a capital expenditure proposal
- Utilize cost-volume-profit analysis in making budgeting decisions.

Programme Details:

Code: BF-9003

Programme Duration: 3 Day

Who Should Attend:

All managers, supervisors and analysts who prepare or use management budgets.

Fast Closing Monthly and Year-End Accounts

Course Overview

Month and year-end closings are the ultimate processes of finance where the efforts spent during the period materialize in accurate and timely reports. It is important that such valuable information needs to be developed at a cost that is justified by the benefits gained. Hence, organizations need to always identify inefficiencies in the closing process and apply continuous improvement. This course provides several tools for process analysis and improvements related to closing the books quickly and efficiently.

Course Methodology:

This course focuses on exercises, case studies, and individual and group presentations based on the issues and challenges facing the participants.

Course Content:

Fast closing defined

- Importance and benefits of fast close
- Hard, soft and virtual close
- Elements of soft close
- Vision of 'finance and accounting' function
- Activities and purposes of finance and accounting

The finance function as an added value

- Usefulness of financial information
- Defining the finance function stakeholders
- Disconnect between finance and internal users
- Tools to identify needs assessment and report user satisfaction

Redesign of the finance function

- The paradigm shift
- Top information deficiencies
- Tools to identify the need for a redesign
- Reasons for process redesign
- Three steps to carry on process improvement and finance function redesign

Planning the fast close process

- Setting up a plan for a fast close
- Pre-close process and activities
- Implementing the plan and staying in control
- Finance process redesign tools and techniques
- Cost and cycle time charts
- Process maps and value analysis
- Identifying process bottlenecks
- Organizing fast close resources needed
- Shifting close activities
- Selecting Key Performance Indicators (KPIs)
- Continuous improvements in closing process

Applying best practices in the close process

- Enhancing the operating cycle
- Procurement and disbursement processes
- Billing and collection process
- Administration and reporting process
- Elements of the close reporting package

Course Objectives

By the end of the course, participants will be able to:

- Describe the different types of closing and list the main activities in the closing cycle
- Utilize assessment tools to pinpoint the disconnect between finance and internal users
- List the steps needed to carry on process improvements in finance and identify the need for closing process redesign
- Practice using process maps to identify closing inefficiencies and present improvement recommendations
- Apply best practices and enhance the monthly closing procedures.

Finance and Budgeting for non-Finance Professionals

Course Overview

Advanced Budgeting Workshop' is the second level course in budgeting after Pib Knowledge's 'Effective Budgeting and Cost Control' course. It goes beyond the theory of budgeting as a concept to cover specific steps to make the budget a value-added process in the organization. By building user-friendly models and applying scenario analysis, management will spend less time gathering data and more time analyzing this data for decision making. Several Microsoft Excel tools are used throughout this course to make it practical and to provide participants with the skills needed to apply these tools in their organization immediately.

The course also highlights some of the main forecasting models and the detailed evaluation of capital budgeting techniques, all of which are applied in Microsoft Excel and put into practice.

Course Methodology:

The course is a hands-on application on how to use MS Excel in budgeting and forecasting. Participants will be involved in exercises, individual and group presentations, and will work on several case studies.

Course Content:

Budgeting and planning

- The budget and the functions of management
- Budget as a planning tool
- Budgets and the key financial statements
- The top-down versus bottom-up process

Budget cycle, process and approaches

- The budget cycle
- Characteristics of successful budgeting
- Making the budget a value-adding activity
- Top ten problems with budgeting
- Choosing the proper budgeting approach
- The master budget and its components
- Operating and capital budgets
- Best practices in budgeting
- Creating a user friendly budget template

Forecasting techniques

- Forecasting models
- Qualitative and quantitative methods
- Steps in developing forecasting models
- Time series and trend analysis
- Data conditioning techniques
- Exponential smoothing and moving averages
- Simple and multiple regression analysis

Advanced capital budgeting evaluation techniques

- Business risk and cost of capital
- Classifying investment projects
- Cash flow estimation
- Analyzing investment and operating cash flows

Breakeven analysis and optimization techniques

- Cost Volume Profit (CVP) analysis
- Using CVP to reach a target income
- Single product and multiple products breakeven analysis
- Working with budget constraints
- Building optimization models

Course Objectives

By the end of the course, participants will be able to:

- Evaluate the budgeting process in their organizations and recommend improvements
- Create budget templates and models for their departments or organizations
- Apply several forecasting techniques to better manage uncertainties in budgeting
- Evaluate capital budgeting decisions using several methods and recommend proper action
- Utilize Microsoft Excel functions and tools in the budgeting process including breakeven analysis and optimization

Programme Details:

Code: BF-9004

Programme Duration: 3 Days

Who Should Attend:

Accountants, finance managers, financial controllers, management accountants, general ledger accountants, accounts receivable and accounts payable accountants, senior accountants and assistant accountants.

Programme Details:

Code: BF-9005

Programme Duration: 3 Day

Who Should Attend:

Finance directors, managers, controllers, accountants, budget analysts, budget owners and professionals who wish to expand their budgeting knowledge.

Finance for Non-Finance Professionals

Course Overview

To succeed at any employment level and position, knowledge of basic financial principles is critical. 'Finance for non-Finance Professionals' transforms financial and accounting concepts into decision making tools you can use successfully every day. You will learn to apply the fundamentals of finance to improve budget management, increase potential profits, and assess the financial performance of business activities. You will also understand the terminology used by accounting and finance staff and will feel more confident when being involved with them or using them. This course will help you do a better job and prepare you for senior management positions where financial awareness is crucial.

Course Methodology:

The course uses a mix of interactive techniques, such as brief presentations by the consultant, case studies and group exercises to apply knowledge acquired throughout the course.

Course Content:

The key financial statements

- Understanding the accounting cycle
- The five main accounts in financial statements
- Income statement: tool for performance measurement
- Balance sheet: tool for financial position
- Statement of owners' equity
- Statement of cash flows: cash is king
- Wrapping-up: the cycle of financial statements
- External and internal auditors' responsibilities

Analysis of financial statements

- Why are ratios useful
- Horizontal and trend analysis
- Vertical analysis: common size statements
- Building blocks analysis and reading through the numbers

Working capital management

- Definition of working capital and working capital management
- Working capital management strategies for current assets
- Working capital management strategies for current liabilities

Recap: concept of financial management

- Accounting versus finance: rules and responsibilities
- Three pillars of finance

Breakeven analysis and decision making

- Defining fixed costs
- Defining variable costs
- Contribution margin formula
- Computing breakeven point
- Sensitivity analysis: changing assumptions

Operating budget process and techniques.

- What is an operating budget
- Steps to budget development
- Master budget components
- Approaches to budgeting
- Budgetary control and correction

Capital budgeting: the investing decisions

- Examples of exercises involving capital budgeting exercise
- Time value of money: a prerequisite for investing decisions
- Required rate of return for investments
- Examples of cash outflows for capital projects
- Examples of cash inflows for projects

Course Objectives

By the end of the course, participants will be able to:

- Define the four key financial statements: balance sheet, income statement, cash flow and changes in owner equity as well as key financial terms such as profit, margins and leverage used in organizations.
- Interpret the financial health and condition of a company, division or responsibility center and use financial information for management and evaluation.
- Distinguish between accounting and finance and explain the finance role in running businesses.
- Prepare a company's operating budget and relate it to the organization's strategic objectives.
- Apply capital budgeting techniques and cost-volume-profit analysis to enhance decision making.

Programme Details:

Code: BF-9006

Programme Duration: 5 Days

Who Should Attend:

Finance directors, managers, controllers, accountants, budget analysts, budget owners and professionals who wish to expand their budgeting knowledge.

Innovative Cost Savings Strategies

Course Overview

Cost cutting is an alarming subject for employees as these two words make them think that they will be personally targeted. However, cost reduction is not only about laying off employees. In this course, we will explore all the different strategies for the organization to reduce its costs starting with increasing productivity, then cutting costs everywhere in the organization. In addition, this course will cover the time value of money and the difference between cash and income as these two topics are important for managers and employees who do not have an accounting background.

Course Methodology:

The course is mainly based on sharing real examples of what an organization can do to save costs. In addition, this interactive course will include presentations by the consultant as well as individual and group exercises and workshops.

Course Content:

Importance of saving costs and improving productivity

- Advantages
- Disadvantages
- Costs effect on cash and accrual basis income

Analyzing HR costs

- Work force size
- Employee benefits
- Insurance
- Retirement and pension
- Exchange benefits for money
- Training : Trainings for new hires vs Trainings for all employees
- Employee relations: Acquiring employees, Retaining employees and Eliminating bad employees
- Productivity and employees
- Travel and entertainment
- Alternatives to decreasing employees

Department costs

- Production
- Sales
- Advertising and marketing
- Shipping
- Accounting
- Purchasing
- IT
- Customer service

Industry related costs

- Home office
- Manufacturing
- Food service
- Retail
- Healthcare
- Education

Hidden costs

- Rent and building
- Maintenance
- Lease or buy
- Utilities
- Office supplies and equipment
- Litigation
- Outsourcing
- Theft

Course Objectives

By the end of the course, participants will be able to:

- Identify how costs affect both cash and accrual basis income
- Analyze HR costs and find ways to decrease them before firing employees
- Research and advise on cost cutting in different departments
- Suggest and implement industry related cost saving strategies and techniques
- Find new ways of doing business that can save hidden costs

Programme Details:

Code: BF-9007

Programme Duration: 3 Day

Who Should Attend:

Managers, supervisors and staff from any function including finance who need to improve their understanding and usage of financial information.

Managing the Collections and Credit Control Team

Course Overview

The structure, management and positioning of a collections and credit control department will determine its impact upon an organization, even enhancing its role as a profit driver for the organization.

This course explores options for structuring the collections department; how to manage, what to manage, and what to measure. The end result is more impactful management information, better-organized departments, and enhanced efficiency of collectors.

Course Methodology:

The course includes real-life case studies, diagnostic tools, interactive exercises, and tools for participants to use in their organizations, as well as the opportunity for them to discuss their particular situations with an industry experts.

Course Content:

The collections and credit control environment: a global perspective

- Profit and collections fundamentals: *Shifting from cost center to profit center; Profitability in the workplace; Flexible business approaches.*
- Flexing the variables of sales, cost and price: *Collections as 'completion of the sale'; Controlling costs, prices and profit; Identifying customers and their needs*
- Collections redefined as a profit center
- Customers, products and marketing: *The importance of a mixed portfolio; Selling to an existing customer base: cost effective methods; Involving credit professionals at the design stage*
- Designing the competitive collections environment

Developing the collections team

- Division structure: *How to plan and organize your collections 'shop'*
- Specialist structure: *Structuring and managing the specialized model, Reporting lines in the specialized model, Management Information System (MIS)*
- Centralized structure: *Structuring and managing the centralized department model; Reporting lines in centralized model; MIS*
- Tools to identify needs assessment and report user satisfaction

Testing team dynamics - identifying the collectors

- Appropriate team and management styles of leadership in collections
- Peter Lessom management test
- Prof. Meredith Belbin team types
- Ideal team players in each of the department models
- Managing the fringe units

Managing the credit control departments

- Onboarding the collections team: *Establishing cost-saving processes Best practice in credit-related human resources; Redeveloping the employee specification; Recruitment for collections*
- Establishing the optimal physical environment for a collections department

Taking the function to a higher performance level

- Managing change: *Overcoming resistance to change; Recruiting supporters of your change; Communication and change; Communications within the team; Advanced collections; Capacity planning; Management overview of collector training, including exclusive call maps*
- Creating a credit learning environment: *Learning cultures; Development of the collector through progressive learning*
- Managing the target-driven workplace: *Service level agreements; Collection team dynamics and effective target setting; Zero defects environments*

Course Objectives

By the end of the course, participants will be able to:

- Reposition the credit function within their organization to create profit
- Develop and manage the collections or credit control department
- Identify the most appropriate role for each collections team member in order to create an efficient collections team
- Redefine the internal image of collections and improve its importance in relation to the rest of the business
- Drive the credit control department to achieve a change-adaptable team.

Professional Skills for Finance and Accounting

Course Overview

This course covers the essential skills needed for finance staff to excel in their companies. From macro level management and financial overview to personal organization and time management, various skills are put into practice to help participants become more successful at the workplace.

Course Methodology:

This course relies on a variety of individual and team exercises supported with role plays as well as individual and group presentations and Excel workshops.

Course Content:

The macro finance picture

- Understanding the accounting cycle
- The income statement
- The balance sheet
- Changes in owners' equity statements
- Cash flow statements
- The relationship of financial statements
- Functions of management
- Elements of a vision for finance and accounting department
- Effectiveness versus efficiency
- Supporting the operating departments
- Purpose of the finance and accounting function

Personal organization and time management

- The new skills set
- Delegation and priorities
- Delegation characteristics
- Rules of delegation
- Handling meetings effectively
- Maintaining clean desk policy
- Managing your in-box
- Peak performance time

Managing the finance function

- Hiring the best people
- Identifying recruitment criteria
- Developing interviewing skills
- Interpersonal communication
- Fundamentals of communication skills
- Personality communication styles
- The attitude and skills matrix
- Evaluating finance staff performance
- Employee motivation tools

Key Excel functions and tools to enhance efficiency

- Consolidating multiple sets of data
- Applying control at the data entry through data validation
- Reconciling accounts by using 'lookup'

Organizing the finance function

- Teamwork skills in finance and accounting
- Assessing the need for team building program
- Finance as a project
- Organizing by function
- Organizing by purpose
- Staff duties and responsibilities
- The need for review and authorization procedures
- The authorization matrix and control of processes in organizations
- Cross training and backup strategies
- Scheduling the monthly accounting cycle

Policies and procedures

- Purposes of the policies and procedures manual
- Documenting and communicating financial policies
- Staff involvement and responsibilities

Course Objectives

By the end of the course, participants will be able to:

- Evaluate the budgeting process in their organizations and recommend improvements
- Create budget templates and models for their departments or organizations
- Apply several forecasting techniques to better manage uncertainties in budgeting
- Evaluate capital budgeting decisions using several methods and recommend proper action
- Utilize Microsoft Excel functions and tools in the budgeting process including breakeven analysis and optimization

Programme Details:

Code: BF-9008

Programme Duration: 5 Days

Who Should Attend:

This course is for professionals seeking to establish a credit function, or currently managing an existing credit function but aiming to enhance its profitability and operational efficiency with no defects. Team leaders and managers within collections, credit control, client accounts, or finance and accounting functions, from any industry should attend this course. Banking or risk management professionals responsible for the performance and management of the collections and credit control function would also benefit from this course.

Programme Details:

Code: BF-9009

Programme Duration: 5 Day

Who Should Attend:

Financial managers, financial controllers, finance department heads, chief financial officers, accounting managers, senior finance officers, accountants, finance staff and analysts.

Trade Finance, Letters of Credit and Bank Guarantees

Course Overview

Securing company's assets while transacting with local and international customers is critical for the success and sustainability of a business. In this course, you will learn how to properly transact with foreign companies to support your topline without sacrificing your assets and financial stability. You will also learn how to negotiate with trade counter-parties to secure favourable commercial terms.

Course Methodology:

The course uses a mix of interactive techniques, such as brief presentations by the consultant, case studies and group exercises to apply knowledge acquired throughout the course.

Course Content:

Trade finance

- What is trade finance?
- Exporter and importer conflicting goals
- Risks involved: Product and manufacturing; Transport; Commercial; Adverse business; Political; Currency; Financial
- Participants in international trade transactions
- Terms of payments
- Critical questions in selecting terms of payment
- Shipping documents
- Shipping terms
- Documentary collection
- Documentary credit
- International trade issues

Banking facilities and services for exporters and importers

- Overdraft facilities
- Negotiation with banks
- Bills advance
- Documents presented
- Factoring
- Loan against imports
- Trust receipt facilities
- Export credit insurance

Contractual relationship between contract parties

- Buyer versus seller
- Applicant versus issuing bank
- Issuing bank versus beneficiary
- Issuing bank, advising bank and beneficiary
- Issuing bank, confirming bank and beneficiary
- Beneficiary versus negotiating bank

Letters of credit

- Transferable credit
- Back to back credit
- Red clause credit
- Revolving credit
- Standby credit
- Accounting treatment
- Disadvantages of the letter of credit
- Letter of credit discrepancies
- Terms of sale and delivery

Letters of bank guarantee

- Tender guarantee
- Advance payment guarantee
- Performance guarantee
- Warranty bond
- Retention guarantee
- Accounting treatment

Course Objectives

By the end of the course, participants will be able to:

- Understand trade finance fundamentals and best practices
- Explore banking facilities related to trade finance
- Better negotiate contracts commercial terms
- Understand and utilize different types of available letters of credit
- Understand and utilize different types of available letters of bank guarantee

Trade Finance (Advance Level Course)

Course Overview

This Six-day Advanced International Trade Finance training course is highly intensive, practical and cutting-edge. The course is designed to explore all the main technicalities and risks in contemporary trade finance products and structures. This course opens up the communication channels between credit managers and trade finance managers in a highly practical manner.

This course also confronts the current issues in international trade finance on a step-by-step basis. It will lead you through a thorough understanding of the risks and solutions involved. You will return to work fully aware of the best risk mitigation and internal communication techniques, ready to do business in a safe and prudent manner.

Course Methodology:

The course is mainly based on sharing real examples of technicalities and risks in contemporary in trade finance product and structure. In addition, this interactive course will include presentations by the consultant as well as individual and group exercises and workshops.

Course Content:

- Trade Finance - An Overview
- Introduction of Training objectives
- Overview of Trade Finance
- Roles of Banks in International Trade & Why Trade Finance is Attractive to Banks
- Means of International Trade Payments: Advance Payment; Open Account; Documentary Collection; Documentary Credits
- Fundamentals of Documentary Credits
- Types and Forms of Documentary Credits
 - Irrevocable Letters of Credit (L/C), Unconfirmed / Confirmed LC, -Silent Confirmation, Revolving L/C, Red Clause / Green Clause L/C, Transferable L/C, Back to Back L/C
- Short Q & A session on Lcs
- Provisions of UCP 600
- Documents used in International Trade Business
- Trade Instrument-Letter of Intent, Letter of Comfort, Proof of Funds
- Characteristics of Letters of Indemnity and risks involved.
- Difference between Commercial LCs and Standby LCs-ISP 98
- Incoterms 2000/2010 and the transport insurance
- The Examination of Documents/How to refuse discrepant documents
- International Standard Banking Practice (ISBP)
- How to avoid discrepancies
- Drafting a Complete LC
- Structuring Import Letter of Credit for Oil & Gas
- Case Study: Examination of a Ghanaian Bank LC
- Conceptual Framework, Risks and Frauds in International Trade
 - Fraud & Forgery in Documentary Business, Forged Documents, Fraudulent Documentary Credits, Risks in International Trade Business, Risks of Documentary Credits to the issuing, advising and confirming banks, Red Flags, Group Discussion on live Lcs
- Brief on URDG 758
- Successful trade business sales strategies
- Conducting a trade sales call
- Sales Leadership: Traits and skills
- The Circle of Selling Success

Course Objectives

By the end of the course, participants will be able to:

- To help Corporate and Trade finance Department staff learn about international payment methods, document collection, L/C, L/Gs
- Give a comprehensive insight into the operations in the respective departments
- A systematic approach to assessing and managing international trade.

Programme Details:

Code: BF-9010

Programme Duration: 5 Days

Who Should Attend:

Financial controllers, procurement professionals, financial analysts, business development managers, financial managers, management accountants, business analysts and treasury professionals.

Programme Details:

Code: BF-9011

Programme Duration: 6 Day

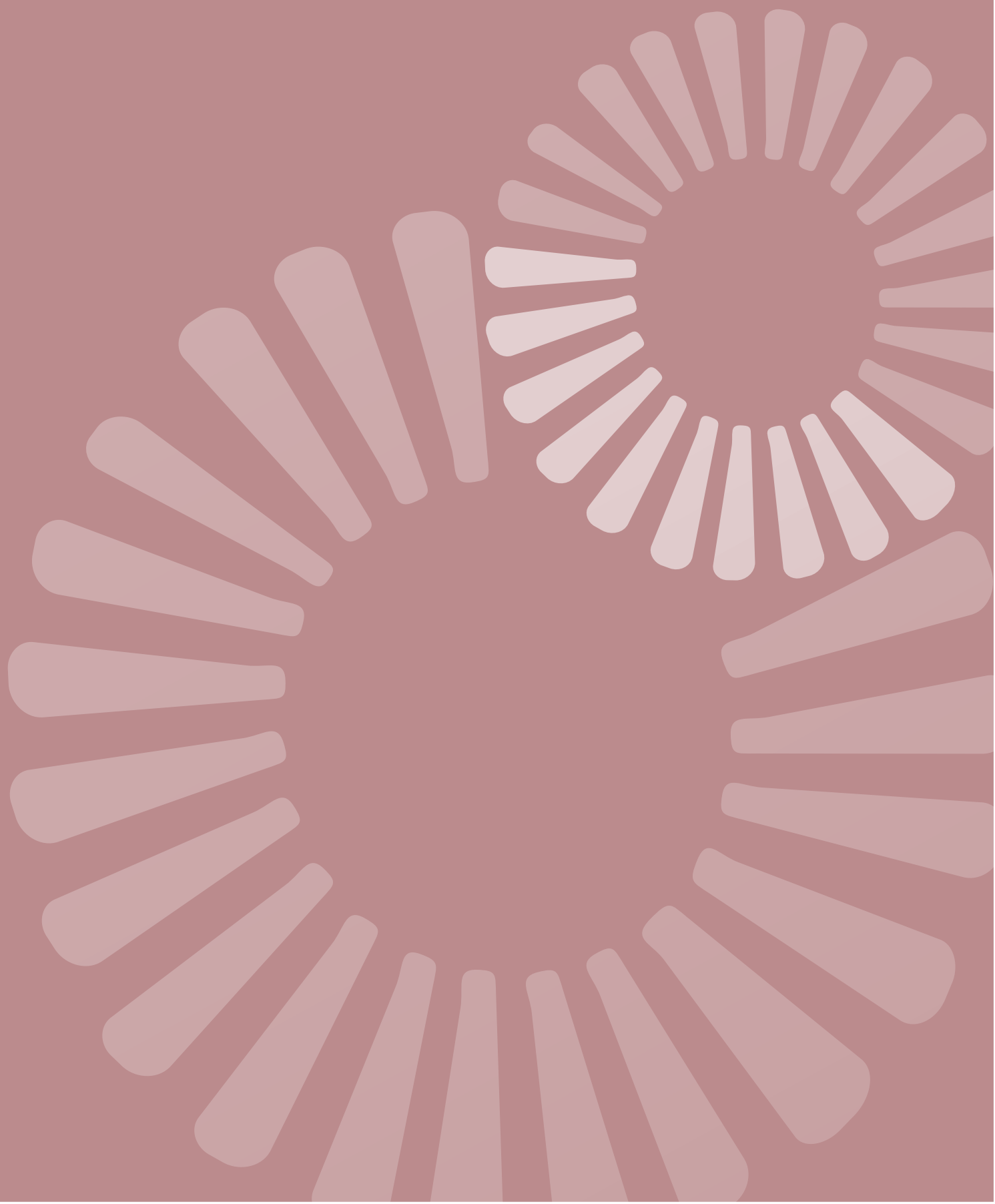
Who Should Attend:

Staff working in the corporate department, trade finance department, credit/risk officers, relationship managers, professionals working in trade, export and commodity finance.



Communication & Writing Skills





Advanced Business Writing

Course Overview

A simple email or letter can resolve a complex situation. This advanced business writing skills course emphasizes how a clear and concise message is the key to having powerful impact in today's business world.

In this course, we start by outlining good practices in business writing. We then experiment with writing to address complex business scenarios and deal with difficult people. We explore the particularities and risks associated with business writing for social media platforms. Finally, we describe the interplay between the technical, emotional and political elements of a message.

Course Methodology:

This course uses a variety of learning tools including writing activities, storyboarding, controlled experiments and videos. The course also provides participants with complex situations which require written interventions.

Course Content:

Advanced techniques for effective writing

- Defining effective writing
- Characteristics of effective writers
- Understanding the hallmarks of effective communicators
- Elements of written communication
- Writing in a business context
- Understanding your audience
- Setting a purpose for your writing
- Understanding sources of miscommunication
- Tips for business writing

Organizing content

- The 3 forms of communication
- Using simple and specific language to avoid confusion
- Using positive language
- Applying rules for bullet points
- Maintaining an impersonal style
- Avoiding repetitions
- Using active verbs to promote a response

Writing style

- Adding a personal touch to business writing
- Organizing paragraphs effectively
- Using varied sentences
- The 6 Cs of effective writing
- Recognizing clichés and jargon
- Applying the gunning fox index for writing complexity
- Using visual aids to support text
- Going the last inch: proof reading your work

Logical sequencing of ideas

- Building your key message
- Organizing the introduction, body and ending
- Structuring ideas from the bottom up
- Refining the flow from the top down
- Drawing impeccable conclusions
- Summarizing ideas effectively

Responding to complex situations through writing

- Building rapport with your audience
- Managing expectations: responding to bad news
- Managing expectations: saying no
- Effectively handling difficult individuals: *Hostile: responding assertively; Pessimist: sticking to facts; Nagger: setting the rules; Mr. Know-it-all: staying focused; Egoist: getting descriptive; Manipulator: taking the initiative*

Course Objectives

By the end of the course, participants will be able to:

- Write effective emails, memos and letters.
- Use rules for organizing content in a clear and concise manner.
- Match writing complexity to the modern business environment.
- Apply advanced structuring techniques in writing that yields a desirable response.
- Identify and talk to their reader's interests.

Programme Details:

Code: CWS-10000

Programme Duration: 3 Day

Who Should Attend:

All individuals with responsibilities requiring extensive business writing in the form of emails, memos and letters

Advanced Communication Skills

Course Overview

Whether you communicate under pressure, manage challenges in interpersonal relationships, or look to build lasting rapport, your communication style and competence are the cornerstones for improving your chances of achieving your objectives.

The aim of this course is to assist you in becoming a more effective communicator by identifying people's thinking patterns and preferred learning methods, and by tailoring your communication accordingly. Getting a better understanding of how you communicate with others as well as how others communicate with you will improve business and personal relationships. Moreover, this course will help you fine-tune the way you interact with others, which can be the key to your workplace and overall success.

Course Methodology:

The workshop is designed to be interactive and participatory. It includes various pedagogical tools to enable participants to function effectively and efficiently in a multilateral environment.

Course Content:

Defining effective communication

- Communication: definition and characteristics
- Myths about communication
- Communication functions
- The four laws of communication
- Evolution of communication
- Communicating for results
- Understanding elements of communication
- The element of noise
- Mehrabian's 55-38-7 rule
- Overcoming communication anxiety and other obstacles
- Communication etiquette

The art of listening

- Common listening issues
- Guidelines for effective listening
- Effective listening and paraphrasing techniques
- Understanding different listening styles: active versus passive styles
- Improving the information recall rate
- Assessing personal listening profiles

Internal listening filters

- Understanding the filter system
- Sensory input channels
- Internal filter systems: the 6 layers
- The 6 listening meta programs
- Overcoming the 6 filters when communicating
- Avoiding the loss of information

Mastering body language

- The art of body language
- Components of non verbal communication
- The power of appearance
- Communicating through colors
- Evaluating your body language skills
- Eliciting thinking patterns through eye movement
- Building rapport using body language

Advanced assertiveness skills

- Understanding assertiveness: definition and values
- Components of passive, assertive and aggressive styles
- Purposes of the policies and procedures manual
- Documenting and communicating financial policies
- Staff involvement and responsibilities

Course Objectives

By the end of the course, participants will be able to:

- Use advanced communication tools and skills to deliver various types of messages
- Identify the different personal listening styles and discover their own
- Apply meta programs to improve understanding of people
- Describe and harness the power of body language
- Practice and use assertiveness skills in different situations
- Demonstrate the use of the secrets of influence for effective communication

Programme Details:

Code: CWS-10001

Programme Duration: 3 Day

Who Should Attend:

This course is targeted at employees, supervisors, middle managers and senior managers seeking to take their communication skills to the next level by developing advanced communication techniques and strategies

Certificate in Corporate Communications Effective Report Writing Techniques

Course Overview

Nowadays, we are experiencing many high-profile scandals in the corporate world. Such scandals create a tough environment for organizations to conduct business, maintain effective communication and safeguard a positive image and reputation. Corporate Communication is based on the belief that sustainable communication is essential for the health of organizations. In this course we introduce and discuss the theories, tools and perspectives of corporate and organizational communication to be used to enhance participants' development as communication professionals with the practical insight to deal with complex communication issues in modern organizations within a company as well as externally.

Course Methodology:

This course relies on the use of individual and group exercises aimed at helping participants learn all key characteristics of corporate communication. The course also features the use of a number of case studies and presentations by participants, followed by discussions.

Course Content:

Foundations of corporate communication

- Definition of corporate communication
- Define and explore the concept and history of corporate communication
- Differentiation between vision, mission and objectives
- Corporate communication in a changing environment
- The new media landscape: challenges and opportunities
- Stakeholder management and communication
- Stakeholder engagement
- Definitions of corporate identity
- Branding
- Reputation
- Importance of corporate identity and reputation

Developing your corporate communication strategy

- Corporate communication strategy and strategic planning
- Global aspects of corporate communication
- High and low-context culture
- Cross-cultural aspects of audiences
- Planning and executing communication programs and campaigns
- Research, measurement and evaluation
- Measuring corporate reputation
- Theories on measuring the effects of communication

Specialist areas in corporate communication

- Media relations
- Journalism and news outlets
- Detect what constitutes news
- The various effects of news coverage on corporate communication
- Employee communication and organizational identification
- New media, new communication
- Benefits and challenges using social media
- Issues management
- Communication in times of crisis

New developments in corporate communication

- Leadership and change communication
- Effective leadership communication
- Corporate social responsibility (CSR) and community relations
- The case for CSR
- Communicating about CSR
- The 8 areas of focus for CSR and PR

The communication of organizations

Course Objectives

By the end of the course, participants will be able to:

- Define corporate communication
- Apply different techniques and tools to implement an effective corporate communication program
- Plan and execute corporate communication programs and campaigns internally and externally
- Identify and utilize specialist areas in corporate communication
- Employ corporate communication in new organizational developments
- Adapt to various avenues of communication within the organization

Programme Details:

Code: CWS-10002

Programme Duration: 3 Day

Who Should Attend:

Personnel who are seeking an in-depth knowledge of corporate communication as well as managers, supervisors and officers experienced in public relations. Other key personnel whose work is based on relations and interaction within the organization or in the external public sphere, particularly in the areas of media, CSR and branding will also benefit from this course.

Course Overview

A technical report is more than a mere representation of facts pertaining to a situation. An effective report can move people towards taking a desired course of action. Moreover, the quality of a report can influence how its subject matter is perceived by the reader. In this course, we will describe the different types of reports. We will master the structuring and scoping of reports, from conception to completion. We will also learn to write for our specific audience with a tangible sense of purpose. Finally, we will discover a logical approach towards developing visual aids to support our representation of the facts, conclusions and recommendations that comprise the report.

Course Methodology:

Participants will be required to put their acquired knowledge into practice through the development of progress, status, periodic, investigative and instructional reports. They will also practice the development of charts and performance dashboards.

Course Content:

The report writing process

- Report writing overview
- 5 easy steps to report writing
- Understanding your audience
- Articulating intended purpose
- Planning content and style
- Employing essential writing building blocks
- Business writing: express or impress?

Reporting structure

- Structuring tools
- Arranging different sections of a report
- Writing captivating introductions
- Conducting research and analysis
- Delivering evidence-backed findings
- Deriving unbiased conclusions
- Tools and methodologies for deriving recommendations
- Bringing it all together: a cohesive and coherent report
- Story telling elements

Report types and templates

- Recognizing different reporting structures
- Matching reports to situations
- 6 reporting types: *Investigative reports, Progress and status reports, Periodic reports, Instructional reports, Proposals, Financial reports*
- Reporting templates

The power of visual aids

- Using visual aids
- Principles for designing visual aids
- Recognizing different visual aids
- The role of visual aids
- Applying principles of design
- Using images, diagrams, graphs, charts and tables for impact
- Integrating visual aids into a report
- Essential visual aid checklist

Reports that win

- Elements of winning reports
- Using writing tone effectively
- Applying scientific tools and methodologies
- Mastering the 'so what?'
- Building rapport
- Mastering editing techniques

Course Objectives

By the end of the course, participants will be able to:

- Write purposeful business and technical reports that meet readers' requirements
- Utilize different templates and report types to achieve reporting objectives
- Generate reliable conclusions effectively by researching, analyzing and organizing information
- Provide evidence-backed recommendations to support management decision making
- Use visual aids appropriately to support the presentation of information
- Apply advanced methodologies to make every report a winning report

Programme Details:

Code: CWS-10003

Programme Duration: 3 Day

Who Should Attend:

All those who are required to prepare technical reports such as engineers, safety officers, technicians, accountants, managers and others.

Building Your Self-Esteem and Assertiveness Skills

Course Overview

A healthy self-esteem is essential for growth and achieving success. Of all the judgments you make in life, none is as important as the one you make about yourself. Without some measure of self-worth, life can be painful and unrelenting.

In this one-day workshop, you will discover some techniques to harness an improved sense of self-esteem and assertiveness in the workplace. Instructors will guide participants away from a lack of confidence and towards greater productivity, which will inherently encourage employees to believe in themselves and their output.

You will discover and use methods that can dramatically change how you feel about yourself, and how you approach the world to get the things that you want.

Course Methodology:

All individuals operating in a business setting with a need to express themselves effectively building self-esteem and assertiveness.

Course Content:

- What is self-esteem?
- Improving self-esteem
- Building self-esteem
- Increasing our self-esteem
- Esteemed confidence
- The power of thought
- Ask for what you want
- Create what you want

Course Objectives

By the end of the course, participants will be able to:

- Recognize that you have worth and are worthy of happiness
- Develop techniques for eliminating unhealthy thought patterns and replacing them with supportive patterns
- Learn how to turn negative thoughts into positive thoughts
- Learn how to make requests so that you get what you want.
- Set goals that reflect your dreams and desires and reinforce healthy patterns

Business Writing Skills

Course Overview

Did you know that an estimated 30% of all business emails are aimed at clarifying miscommunication generated from the other 70%? As more and more organizations come to this realization, business writing skills training has become a staple for capability development initiatives.

This course provides an introduction to business writing skills as they relate to the drafting of emails, memos and business letters. During this course, we will describe and apply structuring and business writing techniques designed to cater for the modern business environment. Above all, we will emphasize the use of simple, clear and positive language in addressing day to day business affairs..

Course Methodology:

All individuals operating in a business setting with a need to express themselves effectively in writing.

Course Content:

Introduction to business writing

- Definitions of business writing
- Setting emails, letters and memos in context
- 6 tips for writing effectively
- Recognizing the hallmarks of effective writers
- Applying modern day business writing techniques

Characteristics of business writing

- Writing considerations
- Guidelines for sentences
- 7 traits of organized writing
- Setting a purpose
- Investigating the audience
- Organizing content to match your audience
- Using clear, specific and positive writing
- Developing your business writing style
- Using visual aids powerfully
- Complementing writing with tables and charts

Writing strategy

- Organizing thoughts
- Pyramid structuring
- Developing a compelling storyboard
- 3 parts to a message
- Achieving flow through effective transitioning
- Applying pyramid structuring to your writing
- Making the most of your facts: Deductive reasoning & Abductive reasoning
- Building a compelling introduction

Big tips on writing

- Applying George Orwell's 5 rules for effective writing
- Promoting clarity in writing
- Avoiding miscommunication
- Managing and delivering expectations
- Responding to different email scenarios
- Understanding different reader personalities

Using powerful language

- Writing considerations
- Using visual aids
- 7 tips for writing effectively
- Using power words to influence your audience
- Presentations: less is more
- Using visual aids effectively
- Managing a checklist for your writing
- Going the last inch
- How to be a successful business writer

Course Objectives

By the end of the course, participants will be able to:

- Apply the fundamental pillars of business writing for achieving better results
- Practice basic techniques for writing effective emails, letters and memos
- Demonstrate professionalism by writing in a clear, specific and positive manner
- Deliver solid conclusions through organized structure and flow
- Use practical and modern methods for powerful business writing

Programme Details:

Code: CWS-10004

Programme Duration: 1 Day

Who Should Attend:

All individuals operating in a business setting with a need to express themselves effectively in writing.

Programme Details:

Code: CWS-10005

Programme Duration: 3 Day

Who Should Attend:

All individuals operating in a business setting with a need to express themselves effectively in writing.

Legal Writing Skills

Course Overview

Legal writing is an important skill needed in every practice area of law. Words are used to advocate, inform, persuade and instruct. Are you giving the right impression? Are your clients receiving the right message?

This course focuses on clear legal writing for a global audience. Effective communication with English speaking lawyers is about more than simply words. It entails understanding the unique way these speakers think and approach the legal, political, and business world.

This is a practical course with many exercises and examples in order to achieve an interactive and stimulating outcome. The course's activities involve the production of typical workplace legal documents.

Course Methodology:

The course consists of group discussions as well as individual and team tasks. There will be writing practice throughout the exercises.

Course Content:

Plain English in Legal Correspondence

- Good legal writing practice
- Moving from legalese to Plain English
- Unnecessary archaic and meaningless phrases
- Collocations
- Pitfalls and issues relating to the use of legal jargon in legal writing
- Writing short emails
- Writing long emails
- Writing formal emails

Writing A Legal Letter

- Layout of a letter
- Body of a letter
- Putting a letter together
- The register of letter writing
- Typical sentences in legal letters
- The letter writing clinic: looking at the ten most common problems
- Rewriting letters
- Rewriting informal sentences to modern alternatives
- Correcting common mistakes in letter writing

Legal Writing Troubleshooting

- The problem of English idioms
- Rephrasing English idioms
- Easily confused words
- Cutting unnecessary words
- Use of consistent terminology
- Ambiguity: how to avoid it
- Vagueness: how to avoid it
- Misuse of preposition in dates
- Problem words
- Constantly litigated words
- Personal pronouns
- Choosing the right words
- Rewriting sentences to remove gender specific language

Course Objectives

By the end of the course, participants will be able to:

- Apply plain English style of writing to all legal documents
- Recognize the need for legal clarity in different types of legal documents: legal letters, emails, memorandum and opinions
- Apply good legal writing practice
- Demonstrate the register of legal writing
- Correct common mistakes in legal writing
- Dispense and deal with pitfalls and issues relating to the use of legal jargon
- Proofread effectively

Programme Details:

Code: CWS-10006

Programme Duration: 5 Day

Who Should Attend:

This course is for lawyers, legal secretaries, commercial managers, contract managers and anyone who must draft, amend or update contracts, legal letters and legal opinion. The course is suitable for non-native English speakers looking for a better understanding of English legal terms.

Managing Conflict: Power through Influence

Course Overview

If not managed properly, interpersonal issues and conflicts within a team can derail the best laid plans. In this training course you will learn how to resolve the most problematic situations using a variety of approaches and proven techniques. You will identify your preferred conflict resolution style and learn how to adapt it to tackle the situation you face. You will also learn about influencing skills and the bases of power, how to apply them and when. In this training course you will be equipped with the ability to diffuse conflicts and use them as a platform for positive change.

Course Methodology:

The course uses a mix of interactive techniques, such as brief presentations by the consultant and participants, role plays (rehearsed and impromptu), playback of videotaped performances and individual and group feedback.

Course Content:

Definitions of conflict

- Nature and scope of conflict management
- Misconceptions about conflict
- Sources of conflict
- Positive and negative factors of conflict
- When conflict comes between you and your desired results

Thomas Kilmann conflict resolution mode instrument

- Scoring and interpretation
- Ways of coping with conflict
- Assumptions and outcome of conflict
- Managing conflict and using an appropriate style for more effective outcomes
- Approaches to conflict resolution
- Giving and receiving feedback
- Assumptions in disagreement
- Creating a collaborative work environment for faster and better results

Importance of teamwork

- Managing conflict in teams
- Dealing with dysfunctional team roles
- Enhancing communication in a team
- Effective team problem solving
- Approaches to conflict and pattern of escalation

Influence inventory (power bases)

- Definitions of influence and the bases of power
- Changing the bases of power
- Persuading others by using your power bases
- Identifying ways to build relationships upward, downward and laterally within your organization
- Understanding the person you are trying to influence and persuading them through give and take
- Selling your ideas and implementing change successfully
- Influencing people while projecting self confidence without being pushy
- Strategies for developing charismatic qualities
- Leadership training for influence and power

The art of changing hearts, minds and actions

- Influence and the psychology of persuasion
- The power to change anything
- Action plan for developing your conflict resolution skills and influence from anywhere in the organization

Course Objectives

By the end of the course, participants will be able to:

- Define and understand the different sources of conflict
- Identify personal conflict resolution styles
- Apply influencing skills and explore relationships with others
- Manage conflict in teams and engage in effective team problem solving
- Use the different bases of power and change them according to the situation
- Practice different strategies of winning the hearts and minds of people

Programme Details:

Code: CWS-10007

Programme Duration: 3 Day

Who Should Attend:

Business professionals who want to expand their conflict resolution skills, understand their own emotions and behaviours, and find productive ways to manage conflict with influence, even when authority is lacking.

Presentation Design and Delivery

Course Overview

Why is it that certain speeches and presentations last forever in our memories while others fade into oblivion by the time they are finished? Is it the topic, the speaker or the material used? On this course, you will learn how to use every resource at your disposal to elevate your speeches and presentations from mundane to captivating. By helping you build exceptional introductions, coherent content and climactic closings, the course will have a significant impact on the effectiveness of the speeches and presentations you deliver, regardless of topic, audience or media used. The course is quite hands-on because it will provide you with the opportunity to deliver a number of speeches and presentations (of your choice) and receive feedback on your design and delivery, while showing you proven techniques to combat public speaking anxiety and present with charisma.

Course Methodology:

The course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants, role plays (rehearsed and impromptu), playback of videotaped performances (where permissible) and individual and group feedback.

Course Content:

Introduction

- Difference between presenting and PowerPoint clicking
- Why most presentations fail to leave an impact
- Attributes of an effective presentation
- Importance of preparation
- Ms. Clicker and why you should be aware of her presence
- Mr. Murphy and how he can ruin your presentation
- Overcoming boring pitches and presentations

Preparing a presentation

- Gathering the raw data
- The various sources of data and presentation content
- How much information should you begin with
- Filtering the information
- Triple S rule
- Deciding on time allocation: how will you know how much time you need
- Formula of substance, style and support and its impact on the way you present
- The hamburger analogy: why content of substance should not be expanded
- When to focus on style and when to enhance support

The framework of an effective presentation

- Opening with a win: how to win audience's attention
- Preview: what should be mentioned in the outline
- Key points of a presentation
- The psychological rule of 3
- Recapping before the finish: common tips and pitfalls
- Closing with a bang

Body language in a presentation

Public Speaking Anxiety (PSA)

Visual Aids

Course Objectives

By the end of the course, participants will be able to:

- List the main causes of boring and ineffective presentations and ways to overcome them
- Prepare for a presentation using a systematic and easy to follow approach
- Build a presentation using the triple S rule
- Project the right verbal and non-verbal characteristics essential in powerful presentations
- Pinpoint the main reasons that lead to Public Speaking Anxiety (PSA) and ways to eliminate them prior to presenting
- Use the most commonly available visual aids to support their presentation and make it visually appealing

Programme Details:

Code: CWS-10008

Programme Duration: 3 Day

Who Should Attend:

All those who wish to improve their presentation skills to a noticeable level using a strictly hands-on approach. The workshop-type course is particularly helpful for people who have to conduct sales, business development or periodic presentations to senior management.

Organizational and Departmental Communication

Course Overview

Communication is a critical organizational function that can help a company stay efficient and productive. One of the more important forms of organizational communication is interdepartmental communication. This course helps attendees develop the skills necessary to implement policies that strengthen interdepartmental communication and maintain an efficient flow of information.

Course Methodology:

This course relies on the use of self-evaluation exercises aimed at helping participants discover their preferred communication style. The course also features the use of a number of case studies, practical exercises and presentations by participants followed by group discussions

Course Content:

Organizational communication

- Definition of interdepartmental communication
- Direction of communication within an organization
- Formal versus informal communication
- The organizational grapevine
- Organizational culture and its effect on performance
- Levels of company culture
- Determining the strength of company culture
- Organizational values and attitudes
- Communication blockers

Internal customer service

- Internal customer service definition
- Importance of excellent internal customer service
- The service profit chain
- Silo mentality
- Breaking down the silo
- The service quality factors
- Building rapport with internal customers
- Handling customer complaints

Simplification of work processes between departments

- Signs of complicated or inefficient processes
- Simplifying work processes
- Work simplification stages
- Data analysis and evaluation
- Work Breakdown Structure (WBS)

Interdepartmental team building

- Removing the 'us-against-them' mindset
- Building an interdepartmental team
- Characteristics of successful teams
- Team cohesiveness
- Team building models and applications
- Creating alignment between different units
- The power of synergy
- From working alone to working in teams

Resolving interdepartmental problems and conflicts

- Identifying departmental problems
- Problem solving techniques
- Resolving interdepartmental conflict
- The positive side of conflict
- Conflict and team performance
- Conflict management styles

Efficient and effective organizational communication

- Effective organizational communication
- Choosing the right communication medium
- Information richness of different channels
- Eliminating communication overload
- Signs of inefficient communication

Course Objectives

By the end of the course, participants will be able to:

- Identify effective frameworks for constructive interdepartmental communication
- Demonstrate excellent internal customer service skills
- Use proactive approaches to simplify work processes between departments
- Apply different team building models to create alignment within the organization
- Solve interdepartmental conflict by identifying and removing communication barriers
- Develop a plan for enhancing overall organizational communication

Programme Details:

Code: CWS-10009

Programme Duration: 3 Day

Who Should Attend:

Managers, supervisors and professionals who interact with other departments, teams or business units.



Contract Management





Arbitration and Dispute Resolution

Course Overview

Effective dispute resolution helps minimize the costs and adverse effects to relationships that often arise from the commercial disputes. If informal negotiation fails to resolve a dispute, mediation or arbitration can often be the next best option in order to avoid litigation in court. This course will give participants an insight into dispute resolution from the perspective of a lawyer. Participants will gain an in-depth understanding of the main differences between the various dispute resolution techniques with a particular focus on arbitration, in order to reduce the likelihood of disputes leading to court cases.

Course Methodology:

In this interactive training course participants will frequently work in pairs as well as in larger groups to complete exercises as well as regional and international case studies.

Course Content:

Fundamentals of dispute resolution

- Overview of the dispute resolution process
- Methods of dispute resolution including: *Litigation, Arbitration, Collaborative law, Mediation, Conciliation, Negotiation, Facilitation.*
- Introduction to international High Court litigation processes
 - Path of a claim
 - Pre-action matters
 - Court documents
 - Case management
 - Disclosure
 - During the trial
 - Judgement

Dispute resolution (in various views)

- The Alternative Dispute Resolution (ADR) system
 - Early neutral evaluation
 - Negotiation
 - Conciliation
 - Mediation
 - Arbitration
- Importance of Alternative Dispute Resolution

Law systems

- Civil law system
- Codification
- Subgroups

Common law system

- Court decisions
- Statutes

Arbitration in Ghana

- Drafting international arbitration clauses
- The arbitration award and its enforcement
- Recent international arbitration case law
- Advantages and disadvantages of:
 - Arbitration
 - Litigation
 - Mediation

Course Objectives

By the end of the course, participants will be able to:

- Identify the right course of action to resolve a legal dispute
- Reduce the possibility of disputes leading to legal action
- Apply national and international legal requirements for dispute resolution
- Employ arbitration knowledge to negotiate terms
- Use case law to achieve a favorable outcome for their organization

Programme Details:

Code: CM-5000

Programme Duration: 3 Days

Who Should Attend:

This course is suitable for professionals within all industries who are involved in contract management and resolving disputes including, but not limited to, project managers, contract managers, procurement managers, supply chain managers, contractors, architects, developers and engineers.

Contract Management

(The Contract Manager)

Course Overview

The overall aim of this course is to provide participants with the knowledge, skills and tools required to manage contracts from inception to closure. Participants in this interactive course will learn about the activities conducted in each phase of the life cycle of a contract, methodologies used to manage each one of these activities and the best practices used in contract management. The course will cover critical areas such as contract preparation, contract award, and contract administration.

Course Methodology:

This course relies on the use of individual and group exercises aimed at helping participants learn all key contract management activities. The course also features the use of a number of case studies, presentations and role plays by participants followed by plenary discussions. In addition, this course incorporates pre and post testing.

Course Content:

Principles of contracts

- Defining a contract
- Elements of a contract
- Expressed and implied contracts
- Problems in preparing and managing contracts

Contract preparation

- Stages of contract preparation and management
- Evaluation of internal and external resources
- Contracting methods
- Developing the scope of work
- Problems with a badly written scope of work
- Decision analysis worksheet
- Evaluation criteria
- Terms and conditions

Contract types and strategies

- One or several contracts
- Fixed price contracts
- Cost reimbursable contracts
- Time and material contracts
- Payment terms

The tendering stage

- Objectives of tendering
- Alternative to tendering
- Tendering procedures
- Evaluation of bidders
- Pre-qualification criteria
- Invitation to tender
- Receipt and opening of bids
- Tender evaluation
- Contract award
- Different pricing methods
- Online reverse auction

Online reverse auction

- Purpose of contract administration
- Aspects to manage
- Documents needed to administer a contract
- Contract administration tools
- Role of contract administrators
- Lessons learned

Claims and variation orders

- Breach of contract, • Money damages, • Equitable remedies, • Changes and modifications, • Alternative dispute resolutions (negotiation, mediation, arbitration)

Course Objectives

By the end of the course, participants will be able to:

- Identify principles, definitions and major steps involved in the contracting process
- Outline all contract preparation activities including planning, developing scope of work and identifying sourcing options
- Recognize different types of contracts and the effect of each type on the risk allocation strategy
- Develop criteria to invite, receive and evaluate bids
- Apply contract administration tools and techniques to effectively manage the contract and avoid disputes during implementation
- Resolve disputes collaboratively and amicably and outline alternative dispute resolution methods.

Programme Details:

Code: CM-5001

Programme Duration: 5 Day

Who Should Attend:

All those involved in any aspect of preparing, implementing, managing or administering contracts and who are committed to prove their dedication to their professional growth.

Contract Administration: An Intensive Workshop

Course Overview

The overall aim of this course is to provide participants with the knowledge, concepts, skills and tools necessary to manage and administer contracts post award. Participants in this interactive course will learn all the processes and activities required to implement contractual obligations. The course will also cover contract administration best practices.

Course Methodology:

This course relies on the use of individual and group exercises aimed at helping participants learn all the tools and techniques used during contract implementation. The course also features the use of a number of case studies and role plays by participants followed by plenary discussions.

Course Content:

Principles of contract

- Objectives of contract management
- Elements of a contract
- Classical contract framework
- Problems in preparing and managing contracts
- Competencies of contract administrators

Contract preparation

- Contracting methods; bidding, negotiation
- Drafting of scope of work
- Decision analysis worksheet
- Implications of poor scope of work
- Terms and conditions
- Determining sourcing strategy
- Types of contracts: Fixed price contracts, Cost reimbursable contracts, Time and material contracts

Contract administration tools

- Key principle
- Contract provisions affecting implementation
- Tools and techniques for contract administration: Dissection technique, Issues and risks logs, Records management system, Contract change control system, Roles and responsibilities, Performance reporting, Developing schedule plans, Risk management plans, Lessons learned

Contractor evaluation

- Evaluating contractor's performance
- Contractor's ratings
- Key performance indicators
- Targets and benchmarks

Claims and disputes

- Changes and variation orders
- Claims and disputes
- Breach of contract
- Money damages
- Equitable remedies
- Alternative dispute resolution (mediation and arbitration)

Course Objectives

By the end of the course, participants will be able to:

- Identify the major steps involved in contract preparation procedures including developing an effective scope of work.
- Outline the major activities and steps of contract administration.
- Identify administration tools that are used during the implementation as well as the role of the contract administrator.
- Create a system to evaluate contractors and determine their strengths and weaknesses.
- Explain the different types of variation orders, claims and damages.

Programme Details:

Code: CM-5002

Programme Duration: 3 Days

Who Should Attend:

All those involved in any aspect of implementing, managing or administering contracts; also those involved in any step of contract preparation and award in order for them to realize the importance of a well prepared contract.

Contract Administration: Understanding and Implementing Contractual Obligations

Course Overview

The overall aim of this course is to provide participants with the knowledge, concepts, skills and tools necessary to manage and administer contracts post award. Participants in this interactive course will learn all the processes and activities required to implement contractual obligations. The course will also cover contract administration best practices.

Course Methodology:

This course relies on the use of individual and group exercises aimed at helping participants learn all the tools and techniques used during contract implementation. The course also features the use of a number of case studies and role plays by participants followed by discussions. In addition, this course incorporates pre and post testing.

Course Content:

Principles of contracts

- Objectives and definitions
- Contract framework
- Purposes of contract administration
- Elements of a contract
- Difficulties encountered in contract administration
- Contract administration major steps
- Competencies of contract administrators

Contract administration tools

- Key principles
- Knowing your contract
- Contract provisions affecting implementation
- Tools and techniques for contract administration: Dissection technique; Issues and risks logs; Records management system; Contract change control system
- Roles and responsibilities; Performance reporting; Developing schedule plans
- Risk management plans; Lessons learned

Contractor evaluation

- Evaluating contractor's performance
- Contractor's ratings
- Key performance indicators
- Targets and benchmarks

Claims and disputes

- Changes and variation orders
- Claims and disputes
- Breach of contract
- Money damages
- Equitable remedies
- Alternative dispute resolution (mediation and arbitration)
- Contract termination
- Contract closeout

Partnership with contractor

- Partnering definition
- Features of partnership
- Strategic alliance
- Elements of partnership
- Partnering issues

Negotiation

- Negotiation preparation
- Negotiation objectives
- Negotiation guidelines

Course Objectives

By the end of the course, participants will be able to:

- Outline the major activities and steps of contract administration
- Identify administration tools that are used during the implementation as well as the role of the contract administrator
- Create a system to evaluate contractors and determine their strengths and weaknesses
- Explain the different types of variation orders, claims and damages
- Demonstrate the importance of partnership in contract administration
- Prepare for negotiating contract variations and claims in order to reach a satisfactory settlement

Programme Details:

Code: CM-5003

Programme Duration: 5 Day

Who Should Attend:

All those involved in any aspect of implementing, managing or administering contracts in the post-award phase of the contracting process and who want to learn about the best practices in contract administration.

Contract Preparation, Tendering and Bids Evaluation

Course Overview

The overall aim of this course is to provide participants with the knowledge, concepts and skills needed to perform all the tasks required in the pre-award phase of a contract. The course covers different contract types and various contracting methods with concentration on tendering.

Participants in this interactive course will learn essential tools and techniques used in analyzing submitted bids including preliminary examination, technical evaluation and commercial evaluation.

Course Methodology:

This course relies on the use of individual and group exercises aimed at helping participants learn all key contract management activities. The course also features the use of a number of case studies, presentations and role plays by participants followed by plenary discussions. In addition, this course incorporates pre and post testing.

Course Content:

- Elements of a contract
- Requirements of an offer
- Capacity and genuine assent
- Problems in preparing contracts
- Stages in contracting
- Initiation phase
- Acquisition planning
- Set-up contracting strategy
- Contracting methods
- Drafting of scope of work
- Decision analysis worksheet
- Drafting fundamentals
- Implications of poor scope of work
- Terms and conditions
- Determining sourcing strategy
- Fixed price (lump sum) contracts
 - Firm fixed contracts • Economic price adjustment • Incentive contracts
- Cost reimbursable (cost plus) contracts
 - Percentage of cost • Fixed fee • Award fee • Incentive fee
- Time and material contracts
- Intellectual properties
- Amendments
- Contractor's strategies
- Tendering objectives
- Invite potential bidders
- Tender briefing
- Receiving and opening of bids
- Basis of price evaluation
- Value for money
- Whole life costing
- Most economic advantageous tender
- Recommendation report
- Evaluation process
- Preliminary examination of bids
- Detailed examination of bids
- Scoring protocol
- Technical bid scoring
- Method of awarding contract
- Post award conference
- Debriefing unsuccessful bidders
- Contract file
- Mistakes and protests

Course Objectives

- By the end of the course, participants will be able to:
- Outline the basic elements of contracting
 - Identify the major steps involved in contract preparation procedures including developing an effective scope of work, terms and conditions and sourcing strategy
 - Recognize different types of contracts and discuss several contracting strategies including pricing
 - Evaluate in-depth the process of preparing tenders and selecting potential contractors
 - Use evaluation criteria to select the most appropriate contractors for the project

Programme Details:

Code: CM-5004

Programme Duration: 5 Days

Who Should Attend:

All those involved in any step of contract pre-award phase of the contracting process including personnel involved in determining the best contracting strategy, sourcing decisions and tendering.

Drafting Contracts and Writing Scope of Work

Course Overview

The overall aim of this course is to provide participants with the knowledge and skills needed to write an accurate scope of work for projects and draft simple contracts. The course covers multiple tools that can help in analyzing the requirements of the end user and understanding the scope of the project or the product. Participants in this interactive course will learn about the process of drafting the scope of work by using templates and effective writing techniques. Furthermore, the course will cover the building blocks of a contract as well as the best practices used during related negotiations.

Course Methodology:

This course relies on the use of individual and group exercises aimed at helping participants learn all key contract management activities. The course also features the use of a number of case studies, presentations and role plays by participants, followed by discussions. In addition, this course incorporates pre and post testing.

Course Content:

Essential elements of a contract

- Defining contracts
- Elements of contracts
- Purpose of contracting
- Defining rights and obligations
- Contractual liability
- Master agreements
- Relationship between master agreement and scope of work

Planning scope of work

- Defining scope of work
- Types of scope of work
- Tools and techniques used to plan scope of work: Gathering requirements; Work breakdown structure; Product breakdown structure; Risk management and scope of work
- Outlining the scope of work planning process

Developing the scope of work

- Basic requirements of a scope of work
- How to develop the scope?
- Topics which must be included in scope of work
- Scope of work formats
- Rules of scope of work writing
- Drafting fundamentals
- Principles of good writing: Framing your thoughts; Phrasing your sentences; Choosing your words

Contract building blocks

- Representations and warranties
- Covenants and promises
- Rights and obligations
- Conditions to obligations
- Discretionary authority
- Declarations and facts

Contract drafting fundamentals

Negotiation and drafting

Course Objectives

By the end of the course, participants will be able to:

- Identify the essential elements of a contract and recognize the importance of the scope of work
- Outline the objectives of a contractual relationship and leverage them into requirements needed to develop the scope of work
- Plan and prepare a solid scope of work using outlines and templates
- Define contract building blocks and draft simple contract provisions
- Write the narrative of a contract as well as different contract parts using best practices
- Evaluate the impact of negotiating contracts on a well written scope of work in the pre-award phase

Programme Details:

Code: CM-5005

Programme Duration: 5 Day

Who Should Attend:

Personnel involved in drafting scope of work and negotiating contract terms in order to ensure contract requirements are properly captured.

Negotiating Contracts Successfully

Course Overview

The overall aim of this course is to provide participants with the knowledge, concepts and skills needed to negotiate in each phase of the contract life cycle successfully in order to maintain a good relationship between the two parties, and to reach a win-win outcome.

Participants in this interactive course will learn how to analyze the issues, identify the best practices in negotiating the scope of work, terms and conditions, claims, variation orders and disputes.

Course Methodology:

This course relies on the use of individual and group exercises aimed at helping participants learn all key contract management activities. The course also features the use of a number of case studies, presentations and role plays by participants followed by discussions. In addition, this course incorporates pre and post testing.

Course Content:

Principles of contract

- Elements of a contract
- Purpose of contracting
- Stages in contract development
- Contracting plans and strategies
- Contracting methods
- When to negotiate and when to tender

Negotiating principles

- Concept of negotiation
- Secrets of a successful negotiation
- Best Alternative to a Negotiated Agreement (BATNA)
- Communicating effectively
- The negotiating style profile
- Principled negotiation: *Separating people from problem; Focusing on interests not positions; Inventing options for mutual gains; Using objective criteria and material contracts*
- Characteristics of a skilled negotiator

The contract negotiation process

- Approaches for contract negotiation
- Negotiation's structured approach
- Planning the negotiation
- Conducting the negotiation
- Post negotiation actions

Negotiating the scope

- Defining the scope of work
- Terms and conditions
- Contract provisions
- The pricing of the contract
- Zone of a Possible Agreement (ZOPA)
- International contracting

Post award negotiation

Negotiation strategies and tactics

Course Objectives

By the end of the course, participants will be able to:

- Recognize the important role of negotiation in developing a solid contract and the implications of failing to do so
- Identify fundamental concepts of successful negotiations including problem solving, communication, and planning techniques that will help in achieving a win-win outcome
- Plan and conduct several contract related negotiations in a formal structured manner
- Outline critical provisions in the scope of work and explore collaborative approaches to secure agreements on these provisions
- Negotiate contractual claims and change orders in order to avoid disputes and legal issues
- Discover some of the tactics that are used during contract negotiations

Programme Details:

Code: CM-5006

Programme Duration: 3 Days

Who Should Attend:

Those involved in contract and business related negotiations. The course will also benefit those involved in negotiating the procurement of goods and services, manpower and different types of material or supplies.

Project Management for Contract Professionals

Course Overview

The overall aim of this course is to provide participants with the knowledge and skills needed to successfully manage a project executed by contractors throughout its life cycle from initial concept to delivery.

Participants in this interactive course will learn all the critical tools required to perform project plans and develop project budgets as well as techniques needed to communicate and manage contractors during the implementation phase.

Course Methodology:

This course relies on the use of individual and group exercises aimed at helping participants learn all key contract management activities. The course also features the use of a number of case studies and presentations by participants followed by discussions. In addition, this course incorporates pre and post testing.

Course Content:

Overview

- Definition of a project and project management
- Project and contract relationship
- Project life cycle
- Project stakeholders

Principles of contracts

- Definition of a contract
- Elements of a contract
- Objectives of contract management
- Knowing your contract
- Scope of work
- Terms and conditions
- Stages of contracting

Pre-award phase

- Developing the business case
- Project charter
- Project scope statement
- Contracting plan
- Locating contractors
- Contractors pre-qualification
- Developing the project plan

Project planning

- Work breakdown structure
- Duration and resources estimation
- Relationships between activities
- Network diagrams
- Critical path analysis
- Developing a 'Gantt' chart
- Milestone charts
- Resource allocation
- Project budgeting
- Project and contract risk management

Award phase

Post award phase

Course Objectives

By the end of the course, participants will be able to:

- Identify the major processes in project management in a related contract framework.
- Outline the major activities, steps and tools needed to manage a contracting partner who is executing the project
- Devise the contracting strategy for a project and recognize the main contractual provisions that can affect it.
- Develop detailed project plans to manage contracts and to deal with deviations effectively.
- State different types of contracts and their impacts on the relationship with the contractors.
- Describe the post award main processes including control techniques, change management, and contract administration.

Programme Details:

Code: CM-5007

Programme Duration: 5 Day

Who Should Attend:

All those involved in any aspect of implementing, managing or administering contracts in the post-award phase of the contracting process and who want to learn about the best practices in contract administration.



Corporate Security Management





Access Control and Physical Security Management

Course Overview

Today's security landscape requires individuals and businesses to take the threat to safety and security seriously. Safe and secure environments can be achieved by applying principles, concepts and knowledge of access and egress control, risk management, physical security procedures, security and resilience measures.

This specialized security course provides participants with the skills and foresight to protect assets such as; people, property, policy, procedure and reputation, through engaging live exercises, demonstrations, and active participation.

Course Methodology:

This course includes case studies, role plays, presentations, videos and group exercise sessions to facilitate the learning process.

Course Content:

Principles of Physical Security Planning

- Modern security environment
- Proactive and reactive security
- Operational requirements for physical security
- Fundamentals of security planning
- Importance of security strategy in management
- Principles of security

Threats to Security

- Security threat terminology
- Importance of asset protection
- Threat typology
- Onion principle and defence in depth
- Exposure to environmental threats
- Differences between risk and threats

Access and Egress Control

- Introduction to fundamentals of access and egress control
- Methods of access and egress control
- Access and egress control duties
- Types of access control
- Practical session on conducting access and egress control
- Access and egress control planning session

Technology, Systems and Security Equipment

- Introduction to fundamentals of technology systems and security equipment
- Types of access control systems
- Operational controls & indicators for maintenance and response
- Types of physical security equipment
- Practical session on application of physical security equipment

Introduction to Information Technology and Risk Management

- Different risk assessment methodologies
- Risk assessment process
- Risk exposure and vulnerabilities in access control technologies
- Introduction to Information Technology
- Information Technology and physical security

Course Objectives

By the end of the course, participants will be able to:

- Demonstrate a strong knowledge of physical security planning
- Develop a strong knowledge of access and egress control principles required to manage and perform physical security
- Conduct risk, vulnerability and exposure assessments
- Demonstrate knowledge of internal versus external security procedure
- Apply knowledge of Information Technology for access control

Programme Details:

Code: CSM-13000

Programme Duration: 3 Day

Who Should Attend:

This course has been designed for security team leaders, supervisors and managers who are looking to increase their knowledge on access and egress operations. It is also ideal for site or company managers or owners who are looking to set up physical security systems and/or teams, or security professionals new to physical security and access control.

Certificate in Emergency Response for Security Teams

Course Overview

This course provides security managers and security teams with an insight into the fundamentals of effective management of incidents and emergencies. It addresses a wide variety of topics such as emergency response planning, incident investigation and risk assessment strategies to enable all participants to adopt and practice emergency management principles. The course provides practical and up-to-date skills and techniques that can be implemented within each participant's organization and security team.

Course Methodology:

This course is highly interactive and includes group discussions, case studies and syndicate work. It also includes practical exercises that enable all participants to apply the advanced knowledge they gained and demonstrate their skills in emergency response.

Course Content:

Understanding the threat for security personnel in emergency response

- What is the threat and why the need for security
- Internal risk factors
- External risk factors
- What constitutes an emergency
- Duties of security personnel
- Role of security personnel in emergency response
- When to hand over to external agencies
- Providing an effective situation report

Situational awareness

- Understanding what is situational awareness
- Emergency response planning
- Preparation of crisis management plans
- Early warning signs
- Recognizing the situation and initiating a response
- Reacting to incidents
- Maintaining emotional self-control in stressful situations
- Maintaining control of others in stressful situations

Command and control of incidents

- 5 Cs of Incident Management
- Setting up an Incident Control Point
- Equipment requirements
- Crowd control and interacting with the public
- Managing access to the Incident Control Point
- Effective communications
- Effective use of radio communications
- Sending incident reports

Collaboration and partnership with external agencies

- Managing an Incident Control Centre
- Coordination with Emergency Services
- Types of emergencies
- Fire emergency situations
- Medical emergency situations
- Terrorism emergency situations
- Natural hazards (e.g. earthquake, flooding etc.)
- Specialist bodies (search and rescue, bomb disposal etc.)

Incident Investigation

- When to launch an investigation
- Collection of information
- Quantitative and qualitative information
- Interview skills
- Investigation procedures
- Analysis of data
- Conclusion, recommendations, and report writing
- Risk assessment strategies

Course Objectives

By the end of the course, participants will be able to:

- Identify the role and duties of security personal within an emergency response situation
- Manage incidents and effectively collaborate with emergency services for large-scale crisis situations
- Conduct effective investigations that will lead to the implementation of risk mitigation strategies
- Demonstrate leadership capabilities and practice command and control techniques
- Communicate effectively under pressure to ensure clear exchange of information

Programme Details:

Code: CSM-13001

Programme Duration: 3 Day

Who Should Attend:

This course is designed for personnel involved in the strategy development, implementation and/or management of security operations. Security managers, security specialists, risk management professionals, business continuity professionals and emergency response teams will highly benefit from this course.

Certificate in Security Management

Course Overview

This course will provide participants with an insight into the fundamentals of managing modern and effective security operations. It will address a wide variety of topics such as security policies and procedures, risk management, access management and investigation, to enable all participants to understand the principles of security and risk management.

The course will provide practical and up-to-date security management skills and techniques that can be implemented within each participant's organization and security team.

Course Methodology:

This course is highly interactive and includes group discussions, case studies and syndicate work. It also includes practical exercises that enable all participants to apply the advanced knowledge they gained and demonstrate their skills in security management.

Course Content:

Security policies and procedures

- What the policies and procedures cover
- Who should design the policies and procedures
- Why security policies are of use to companies
- Why security procedures are of use to companies

Security operations management

- What operations management is
- What are the responsibilities
- How the remainder of the security team fits in

Perimeter and building security

- Measures available
- Developing security on sites
- Managing security on sites

Introduction to security surveying

- Understanding the risks
- Considering security options
- Communicating results to the client

Security risk management

- Introduction to security risk management
- What risk management means
- Who applies risk management
- Risk mitigation
- Risk management continuum

Access Management

- Types of access systems
- How the access systems are used
- Introduction to CCTV
- Intruder detection
- Implementing the systems

Manpower selection and development

- Selecting the right profile
- Screening of individuals
- Vetting of individuals
- On-going professional training

Introduction to investigations

- Gathering of information
- Purpose of the investigation
- Requirements of the investigation
- Upholding Credibility
- Keeping Documentation
- Legal aspects

Crisis management; Dealing with a crisis; Fall back planning; Post incident considerations

Course Objectives

By the end of the course, participants will be able to:

- Demonstrate a strong knowledge of physical security planning
- Develop a strong knowledge of access and egress control principles required to manage and perform physical security
- Conduct risk, vulnerability and exposure assessments
- Demonstrate knowledge of internal versus external security procedure
- Apply knowledge of Information Technology for access control

Programme Details:

Code: CSM-13002

Programme Duration: 3 Day

Who Should Attend:

This course has been designed for security team leaders, supervisors and managers who are looking to increase their knowledge on access and egress operations. It is also ideal for site or company managers or owners who are looking to set up physical security systems and/or teams, or security professionals new to physical security and access control.

Certificate in Supervising Security Operations

Course Overview

This course will provide security operatives, officers and managers with the fundamentals of conducting effective security operations. It will address a wide variety of topics to enable all participants to understand and practice the skills required to carry out day-to-day security functions.

Participant will gain practical skills and techniques that can be implemented immediately back in to the workplace.

Course Methodology:

This course is highly interactive and includes group discussions, case studies and syndicate work. It also includes practical exercises that allow all participants to use the knowledge they gained to demonstrate their skills in conducting effective security operations.

Course Content:

Introduction to the duties and skills of a security officer

- Roles and responsibilities of a security officer
- Health and safety
- Awareness of the law
- Emergency procedures
- Fire safety
- Security procedures and policy

Specific duties, skills and responsibilities of a security officer

- Crime prevention
- Access and egress control
- Patrolling
- Searching skills: Vehicles; Premises; Persons.
- Surveillance
- Children, vulnerable people and disabled people safety
- Drugs awareness
- Counter-terrorism
- Licensing
- Scene preservation
- Risk assessments
- Threat assessments
- Electronic and physical protection systems
- Crowd management and control

Conflict management

- Communication skills
- Introduction to conflict management skills
- Emotional responses
- Preventing conflict situations
- Managing conflict situations
- Learning from conflict situations

Physical intervention

- Physical barriers, lighting, protection, scanning equipment
- Medical considerations
- Legal considerations
- Law and self-defense (use of force)
- Disengagement skills
- Escorting skills
- Holding and positioning skills
- Walk drills
- Physical defence skills

Writing reports and briefs

- Introduction to incident investigation
- Basic patrol reports
- Notebooks, log books, equipment registers and record keeping

Course Objectives

By the end of the course, participants will be able to:

- Demonstrate and explain the skills and duties of a confident security officer.
- Explain the relevant legislation/law that impacts the work of a security officer.
- Explain the importance of emergency procedures within the workplace.
- List the safety principles, procedures and policies, which are required within the workplace.
- Apply good communication, customer care and negotiating skills.
- Apply searching, patrolling and scene preservation skills.
- Describe the use of access and egress control within the security officer role.

Programme Details:

Code: CSM-13003

Programme Duration: 3 Day

Who Should Attend:

Security officers, managers, team leaders and other individuals who require the skills and duties to perform or manage security roles within the workplace.

Cyber Security Specialist

Course Overview

This course will provide participants with in-depth knowledge and practical skills to plan, deliver and monitor IT/cyber security to internal and external clients encompassing a complete, conjoined set of disciplines in the areas of IT policies, Security-Operational-Run-Book, security/penetration testing, ethical hacking and black hat hacking.

It will also cover WiFi security, Website security, human factors, cyber forensics, cyber security team management, Secure Operations Center (SOC) and Computer Security Incident Response Team (CSIRT) infrastructures.

As part of the course, participants will conduct a risk assessment of two different deployments based on the ISO27001 to identify any direct, or indirect threats, security exposures, or potentials for vulnerabilities. Participants will also respond to an example security incident and identify the best practices which could be applied to secure their own organization, and associated assets. All participants will be given copies of Run Books to deal with cyber extortions, Distributed Denial of Service (DDoS/DoS) and forensic investigations.

Course Methodology:

The course will include practical sessions, videos as well as live examples [e.g. Virus] and demonstrations of white and black hat hacking tools. All participants will also be provided with the latest research papers and articles.

As part of the course, participants will conduct a risk assessment of two different deployments based on the ISO27001 to identify any direct, or indirect threats, security exposures, or potentials for vulnerabilities. Participants will also respond to an example security incident and identify the best practices which could be applied to secure their own organization, and associated assets.

Course Objectives

By the end of the course, participants will be able to:

- Apply information security standards to their organization and its critical assets.
- Identify the threats presented by viruses, malware, active code, and Active Persistent Threats (APT) and consider the different mitigating options.
- Formulate and manage effective cyber security teams, and apply the Computer Security Incident Response Team (CSIRT) framework, tools and capabilities to deliver cost effective and robust solutions to protect the organization.
- Use Neuro Linguistic Programing (NLP) to deliver messages that will change the way employees work and think about security.
- Examine the area of wireless security protocols, their security attributes, and their potential insecurities within the organization, and in public spaces.
- Illustrate how penetration testing and ethical hacking enhance organizational security.
- Evaluate and apply two of the most important aspects in the modern day of cyber-adversity: Open Source Intelligence (OSINT) and cyber threat intelligence..

Course Content:

Adapting to evolving standards

- Information security standards (e.g. PCI-DSS/ISO27001)
- Documented tools:
 - ISO/IEC 27001
 - PAS 555
 - Control Objectives for Information and Related Technology (COBIT)
- Future standards
 - ISO/IEC 2018
 - EU privacy regulations
 - Local and international government stipulations implicating access to private data

Principles of IT security

- Enterprise security
 - External defenses
 - Web filtering
 - Intruder Prevention Systems (IPS)
 - Intruder Detection Systems (IDS)
 - Firewalls
- Secure code
- Software Development Lifecycles (SDL)
- Potential insecurities within developed applications
- WiFi security protocols and attributes
- Voice over IP (VoIP) security
- Governance Risk and Compliance (GRC)
- Security Incident Event Management (SEIM) applications
- Cloud security
- Third party security and compliance

Adopting cyber security measures

- Employee perception on security through Neuro Linguistic Programing (NLP)
- Security education and awareness: techniques, systems, and methodologies
- Penetration testing
- Ethical hacking
- Options to mitigate viruses, malware, active code threats and Active Persistent Threats (APT)
- The Computer Incident Response Team (CSIRT) frameworks, tools and capabilities
- Incident first response: proven methodologies, tools, and systems
- The science of applying robust digital forensics: applicable law, capabilities, and methodologies
- Supervisory Controls and Data Acquisition (SCADA); security requirements, processes and methodologies
- Abuse images: complying with local and international law

Building cyber security teams

- Creation and management of a Secure Operations Center (SOC)
- Development of the Corporate Security Organization Framework
- Formulation and deployment of a Computer Security Incident Response Team (CSIRT)
- Bespoke Security Incident and Event System (SIEM) for the operational deployment
- Risks associated with I/O Security (e.g. USBs, CDs, other forms of media)
- Risks of Active Code Injection, and mitigation techniques

Advanced cyber risks and tools

- Cyber crime and the darknet/darkweb: the world of the hackers/hacktivists
- The underground of cyber criminality
- Social engineering as a tool to test operational resilience
- Open Source Intelligence (OSINT)
- Cyber threat intelligence
- Open source and commercial security tools
- The operational use of encryption
- Virtual private networks

Programme Details:

Code: CSM-13004

Programme Duration: 5 Day

Who Should Attend:

IT professionals, security professionals, auditors, site administrators, general management and anyone tasked with managing and protecting the integrity of the network infrastructure. This also includes anyone already familiar and involved with IT/cyber/digital security and seeking to build on their fundamental principles of security.

Digital Forensics and Cyber Investigations

Course Overview

The requirement for operational Incident Response, and Digital Forensic disciplines and procedures, has been forced to evolve in the last decade – driven by the increase of unprecedented cyber breaches, and associated cyber-crimes. Data breaches and intrusions have also evolved to more complex engagements, presenting the need for a robust in-house Digital Forensics/First Responder capability.

This course enables participants to engage with, and to investigate, both internal and external digital crimes and infractions. Applying robust processes and procedures which encompass the Digital Forensic acquisition of images, from media and artifacts to computers and mobile technologies. Aligned with tough proven processes to secure evidential materials, participants have the opportunity to apply best practices to assure associated evidential integrity and value is maintained intact.

From a background of “in-the-field” law enforcement, associated with the key concepts of legal practices, this course will provide hands-on pragmatic experiences, underpinned by the academic and legal structures which form the basis of Forensic Science.

Including the key requirements of the Secure Operational Centre (SOC) and its interfaces with the Computer Security Incident Response Team (CSIRT), this course will provide participants with the skills they require to respond to a digital investigation with the assurance of completing it correctly.

Course Methodology:

The course includes practical sessions, videos as well as live demonstrations and live coding. A hands-on use of all tools is encouraged throughout the course as all participants engage in the real-time investigation of a test case.

Course Objectives

By the end of the course, participants will be able to:

- Apply a Digital Forensics methodology in an operational environment.
- Set a strategy for a Digital Forensics response framework
- Conduct investigations into social media, malware, viruses, and ransomware.
- Manage a Digital Scene-of-Crime and its Digital evidence and artifacts.
- Investigate mobile technologies, and other media which may hold evidential materials and artifacts.
- Apply the techniques to extract images from systems artifacts.

Target Competencies

- Performing incident response
- Understanding digital forensics
- Conducting digital crime investigation
- Applying forensic science

Course Content:

Digital forensics – background and legal practices

- Introduction to the science of forensics
- Terms and definitions
- Chain of digital crime
- The background of digital crime
- Case histories of real-life cases
- Digital forensics - law
- Digital forensics - legislation
- Standards of digital forensics
- Fundamentals of digital forensics
- The risks faced by organizations

The digital forensics response framework

- The first responder digital forensics toolkit
- Scene of digital crime management
- The Secure Operations Centre (SOC)
- The CSIRT (Computer Security Incident Response Team)
- Roles and responsibilities
- Implementing a framework
- Case management

Collecting and processing digital evidence

- Domain Name System (DNS)
- Extended security infrastructures
- Investigating mobile technologies
- Acquisition of digital evidence and artifacts
- Handling of digital evidence and artifacts
- Processing of digital evidence and artifacts
- Case management protocols
- Wireless protocols
- Supporting technologies
- Reporting practices

Investigations of internal and external digital crimes

- Creation and management of a Secure Operations Center (SOC)
- Development of the Corporate Security Organization Framework
- Formulation and deployment of a Computer Security Incident Response Team (CSIRT)
- Bespoke Security Incident and Event System (SIEM) for the operational deployment
- Risks associated with I/O Security (e.g. USBs, CDs, other forms of media)
- Risks of Active Code Injection, and mitigation techniques

Advanced cyber risks and tools

- OSINT (Open Source Intelligence)
- Its place in the digital forensic investigation
- Defining internal crimes
- Defining external crimes
- Child exploitation and investigations
- Malicious applications
- Ransomware
- Anti-forensics capabilities
- Digital forensics and terrorism

Programme Details:

Code: CSM-13005

Programme Duration: 5 Day

Who Should Attend:

This course is designed for IT professionals, Fraud Investigators, Auditors, CSIRT and SOC Analysts, working in companies that are targets for cyber and digital attacks. It is also highly beneficial for police and military personnel, probation officers and other security personnel who deal with cyber investigations.

IT Systems: Identity and Access Management

Course Overview

We are living in the age of the Internet of Things (IoT) which provides seamless integration and ease of access between various objects regardless of their physical proximity. The IoT is spreading across different vertical domains such as healthcare systems, government services, banks and telecommunications, just to name a few. We are no longer only vulnerable to attacks against valuable enterprises' digital content but also to life threatening attacks, terrorist attacks, espionage attacks, etc. The need for providing identity assurance and stringent access control, as a result, is of utmost importance. This course covers the fundamental principles and architecture framework for an end-to-end IT identity and access management system. This includes identity assurance, authentication, authorization, accountability, auditability, Single Sign-On (SSO) and identity federation. It also discusses practical case studies such as e-passport, mobile banking, e-government services, EMV systems and other selected cases.

Course Methodology:

This course is highly interactive and includes group discussions, case studies and syndicate work. It also includes practical exercises and role playing that allow all participants to use the knowledge they gained to demonstrate their skills in identity and access management.

Course Objectives

By the end of the course, participants will be able to:

- Illustrate the identity and access management architecture framework and discuss the security risks associated with its various deployment options
- Discuss the different mechanisms for establishing strong authentication (e.g. OTP, certificate based authentication, device authentication, etc)
- Explain the principles of key public infrastructure and certification authorities, and demonstrate their value in mitigating the security risks facing modern societies
- Explain the most well-known access control mechanisms and the roles of OAuth, OATH, SAML and OpenID standards in the IAM domain and apply the concepts of (federated) SSO
- Demonstrate the building of IAM using selected industrial tools and practical case studies (e.g. e-passport and boarder gate, mobile-banking, EMV scheme, and e-movement services)

Target Competencies

- Information security management
- Implementing public key infrastructure
- Identification and authentication management
- Identity Access Management (IAM)

Course Content:

Introduction and principles of information security:

- Identity and access management (IAM) overview
- Attributes of information security:
 - Confidentiality
 - Integrity
 - Availability
 - Non-repudiation
 - Accountability
 - Auditability
- Symmetric and asymmetric cryptography
- Hashing and digital signature
- Key management

Public Key Infrastructure (PKI)

- Architecture: certification and registration authority
- Life cycle management
- Types of certificates and usage patterns
 - Encryption
 - Digital signature
 - Client certificate
 - SSL server certificate
- Attribute based certificate
- Case studies (e.g. email protection, mobile banking, and document signing)

Identification and authentication

- Identification, verification and authentication overview
- Mechanisms of identification and authentication
 - One time password
 - Biometric
 - Digital signature
 - Smartcard
 - Soft/hard tokens
- Mobile device
- Risk based authentication
- Step-up authentication
- Single-sign on and federated single-sign-on
- OATH, OpenID, BorwserID, and SAML
- Architecture framework and industrial tools
- Trusted computing role in identity assurance
- Security risks associated with the discussed mechanisms

Access control

- Principles of authorization
- Access control schemes
- OAuth protocol
- Enterprise rights management and digital rights management
- Privileged account management
- Governance and compliance

IAM framework and use cases

- IAM architecture framework
- IAM echo system
- IAM and cloud computing
- Illustrative use cases
 - Border control
 - E-passport
 - National ID
 - E-banking
 - E-health system
 - EMV scheme

Programme Details:

Code: CSM-13006

Programme Duration: 5 Day

Who Should Attend:

This course has been designed for IT professionals such as IT Strategic Planners, Project Managers, Security Managers, Security Architects and Risk Managers. Although the course is technical in nature, complex concepts are discussed at an abstract level to fit the needs of participants from various technical backgrounds.

Security Incident Management and Investigations

Course Overview

In this essential 5-day course, we thoroughly cover Incident Management in part one, followed by the Fundamentals of Investigations in part two.

During the Incident Management portion, participants will explore how incident management works and how individuals and teams can successfully implement and apply principles within their organizations and/or work environments. Incident Management involves returning your organization's everyday business safety, productivity, and overall operation, to normal as quickly as possible after an incident. Topics such as principles of incident management, incident management methodology, and incident typology will be covered in detail.

During the Fundamentals of Investigations portion, participants will explain and demonstrate crime scene searching, recording, collecting, preservation of evidence, conducting interviews, follow-up meetings and case preparation. Participants will explain and demonstrate their knowledge of the basic investigatory process by participating in role plays designed to apply the skills required to deal with problems encountered during interviews, interrogating suspects, evidence collection and legal admissibility, while applying techniques to secure the environment during an investigation.

Course Methodology:

This course uses a variety of methods including case studies, role plays, presentations, videos and group exercises/activities to facilitate the learning process.

Course Objectives

By the end of the course, participants will be able to:

- Explain and apply the principles of Incident Management to their workplace
- Apply Incident Management methodology and create a plan to recover the business quickly from a threat or incident
- Explain the basic fundamentals of an investigation
- Demonstrate how to conduct a basic internal investigation within their organization
- Conduct a complete crime scene preservation investigation from start to finish

Target Competencies

- Incident Management
- Crime Scene Management
- Communication Skills
- Team work
- Critical Thinking

Course Content:

Introduction to Incident Management and Investigations

- Incident management.
- Differences between an Emergency, Incident and Accident
- Security incidents and safety incidents
- Managing an incident
- Incident response
- Business Continuity Management (BCMO)
- Investigation case studies
- Evidence collection and continuity of evidence
- External and internal investigations
- Locard's Exchange Principle

The fundamentals of Incident Management

- Initial response
- Incident classification
- Reporting and escalation procedures
- Integrated Incident Management Response
- Site-specific emergency procedures
- 5 Priorities when responding to specific Incidents
- Incident management team requirements
- Conducting debriefs post-incident
- 5C's to Incident Management

Application of Incident Management Plan

- What is an Incident Management Plan?
- Constructing an Incident Management Plan for your organization
- Techniques required to implement the plan
- Implement the incident management plan

Principles of Investigations

- Locard's Exchange Principle
- Establishing an investigative mindset
- Observation skills
- Rules of Investigation
- Planning an investigation
- Decision making process
- Working with victims and suspects
- Priorities on attending the scene
- Principles and types of search
- Types, value and collection of evidence
- Crime scene preservation
- Crime typology and how it affects investigations
- Common Questions and Answers regarding investigations

Investigation Methodology

- Conducting an investigation
- Investigation evaluation
- How to deal with Evidence found at the scene
- Dealing with the authorities and Police
- Understanding the legal chain of evidence
- Questioning techniques
- How to conduct a professional Interview

Programme Details:

Code: CSM-13007

Programme Duration: 5 Day

Who Should Attend:

This course has been designed for IT professionals such as IT Strategic Planners, Project Managers, Security Managers, Security Architects and Risk Managers. Although the course is technical in nature, complex concepts are discussed at an abstract level to fit the needs of participants from various technical backgrounds.



Customer Service





Building an Award Winning Service Culture

Course Overview

The fact that successful organizations also have the most satisfied customers makes intuitive sense; and finding examples of such organizations is a simple matter. Names like Apple, Harley Davidson, Singapore Airlines and Emirates Airlines pop up immediately into mind. But which came first, the successful organization or the happy customer?

Unlike in the proverbial chicken and egg story, there is strong evidence that in the case of organizations and customers, one definitely has to come before the other. Peter Drucker, the father of modern management, said it best: "The result of any business is a satisfied (external) customer". Drucker and other influential business thinkers clearly showed us where to direct our efforts.

It is by building a customer-centric culture first that an organization will develop the products, processes and services customers want, which will in turn result in a successful world-class organization. By taking inspiration from the most innovative companies and customer service gurus of modern times, this course will show you how to create this coveted 'award winning' service culture..

Course Methodology:

Following short lectures by the consultant, participants will be asked to join in group discussions, analyze relevant cases, present results and develop plans focusing on the creation of a healthy customer service culture. Video clips, individual and team exercises are also used..

Course Content:

Courses Outline are in modules

1. The case for service excellence
2. Understanding corporate culture
3. Areas to tackle and actions to take
4. Ron Kaufman's "Superior Service in Action"
5. Managing massive culture change
6. Measuring success of service culture implementation

Course Objectives

By the end of the course, participants will be able to:

- Explain why a superior customer service strategy has become of such critical importance in any organization
- Defend the idea that without an all-encompassing service culture an organization will eventually struggle to remain relevant
- Design a comprehensive set of plans, initiatives and systems touching all the vital departments of the organization to promote a superior service culture
- Analyze the forces that will unquestionably resist the new culture and create strategies to overcome them
- Evaluate the success of the service culture transformation strategy by identifying the Key Result Areas (KRAs) relevant to this transformation and how to measure them with the right Key Performance Indicators (KPIs)

Programme Details:

Code: CS-11000

Programme Duration: 3 Day

Who Should Attend:

This course has been designed for security team leaders, supervisors and managers who are looking to increase their knowledge on access and egress operations. It is also ideal for site or company managers or owners who are looking to set up physical security systems and/or teams, or security professionals new to physical security and access control.

Customer Service Professional

Course Overview

Every front-line employee needs a solid grounding in 'customer service' skills. As can be expected in this five-day course, the subjects covered tackle most of what is needed by anyone interacting directly with internal or external customers. This certified course will cover everything from the most appropriate behaviour and communication with customers, to tools and techniques used to analyze the level of service and improve it to ensure customer delight. In addition, this course offers participants the opportunity to prove they actually learned the concepts of the course by passing a test that will earn them the coveted PIB' Professional Certificate (PPC) in addition to the regular certificate of attendance.

Course Methodology:

This course uses a mix of interactive techniques, such as brief presentations by the consultant followed by questions, oral and written, case studies, role plays, exercises, video clips and more.

Course Content:

Customer service

- Introduction to customer service • Definition of customer service. • Service dimensions. • Addressing customer needs.

Attaining customer satisfaction through quality measures

- Customer service excellence

Components of quality service:

- **Service quality:** Service quality gaps, The 'RATER' model, What customers pay attention to, Dimensions of the 'RATER' model, Flying over customer expectations, Establishing service quality performance standards.
- **The customer complaint system:** Definition of 'complaint', Types of complainants, Sources of complaints, Why most customers won't complain, Types of complaints, Handling complaints: the 'PEPSI' model
- **Inspiring staff:** Principles of inspiring people ('AEPa' philosophy) Arousing interest, Engaging them, Practicing new skills, Applying to real world.
- **Customers loyalty:** Principles of success, Who is a loyal customer, Strategies to keep customers loyal, Reasons why companies lose customers, Keys to delivering exceptional service

A profile of different customer personalities

- Difficult people and difficult behavior • Characteristics of difficult people
- Suggested responses, • Six personalities that lead to conflict and how to deal with them.

Effective communication with customers

- Definition of communication
- Communication goals
- Communication as a critical success factor
- Communication with customers
- Reading the body language of customers
- Characteristics of a good listener
- Behaviors that block listening
- How to be an active listener

Course Objectives

By the end of the course, participants will be able to:

- Define customer service and break it down to its most basic dimensions
- Explain the critical link between 'attitude' and 'technique' in order to consistently deliver an excellent level of service
- Use a variety of tools such as 'gap analysis' and 'RATER' to provide a level of service that is second to none
- Analyze basic behavioural patterns of different customer personalities and the best way to deal with them
- Discuss and practice the techniques of effective communication skills with customers.

Programme Details:

Code: CS-11001

Programme Duration: 5 Day

Who Should Attend:

Managers, supervisors and customer service staff as well as staff in departments who deal directly with external customers or whose job is to support other entities or employees inside the organization.

Customer Satisfaction and Loyalty

Course Overview

This course fits comfortably between two categories: customer service and marketing. Have you ever wondered what makes some organizations shine in the hearts and minds of customers, achieve the highest levels of customer delight and at the same time generate record profits? In this course we blend customer service and marketing to give a practical insight into the workings of such successful organizations. We cover concepts such as customer satisfaction and loyalty, customer segmentation, profitability, customer satisfaction surveys, the customer value proposition and loyalty schemes, to help you create a roadmap that will take your organization to new heights.

Course Methodology:

This course relies on presentations by the consultant followed by written or oral questions as well as case studies and analysis of real industry examples, application exercises to practice the concepts acquired and the development by participants of survey questionnaires in addition to other group presentations and exercises.

Course Content:

Key definitions

- Customer satisfaction, retention, loyalty and delight • Levels of loyalty
- Customer satisfaction and loyalty • Customer delight

Key loyalty measurements

- Customer Satisfaction Index (CSI) and Customer Retention Rate (CRR)
- Profit impact of CRR • Customer life expectancy • Customer loyalty index

Loyalty and profits

- The cost of loyalty Generally Accepted Accounting Principles (GAAP) shortfall • Activity Based Costing (ABC) • Customer profitability and the whole curve • Customer profitability at best practice companies
- The strategy quadrants.

Customer satisfaction surveys

- Surveys and questionnaires: • Objective of the survey, • Population of interest, • Writing the questions • Sampling methods, • Administration and analysis
- Customer surveys guidelines • Different survey metrics • Types of satisfaction surveys: transactional versus image-based satisfaction surveys
- Who and what to measure • How to ask • Loyalty components
- The importance of demographics

Segmenting your customers

- Attitudinal and behavioral dimensions • Demographic variables, consumer and business • Customer profiling • Customer modeling
- Types of business customers (B2B)

Key to loyalty: a 'customer value proposition' that works

- The value proposition: definitions • Why a value proposition
- Building the value proposition • Articulating the value proposition
- The strong value proposition: conclusion

Customer loyalty and loyalty schemes

- How to foster loyalty • The 6 Ps of customer loyalty • The two tier approach
- The laws of customer loyalty • Loyalty schemes: background and justification • Loyalty schemes: what to avoid • Types of loyalty programs
- Reasons to join • Different loyalty schemes • Rewards and perceived value
- Maximizing the results

Course Objectives

By the end of the course, participants will be able to:

- Explain customer satisfaction, retention and loyalty and measure them in a meaningful and systematic way
- Defend the use of a profitability dimension to any customer loyalty strategy
- Arrange, plan and manage impactful customer satisfaction surveys
- Define customer segments, profiles and models for maximum strategic as well as tactical impact
- Create 'customer value propositions' that work
- Develop effective loyalty schemes: know what to avoid and how to improve them

Programme Details:

Code: CS-11002

Programme Duration: 3 Days

Who Should Attend:

All marketing staff at any level in the organization, Customer Relationship Management (CRM) departments, market research, loyalty scheme managers and supervisors, product managers, business unit managers, sales managers and supervisors, customer care managers and supervisors, analysts and any interested decision maker, department head or supervisor.

Customer Service Management

Course Overview

Good customer service can be considered as the big differentiator between firms. While competing products are often similar and can anyway be easily duplicated, good customer service is a holistic system, requiring a sustained organization-wide effort, driven by the top and permeating all aspects of the organization culture. The resulting customer-centric organization becomes a formidable competitor whose model cannot be easily copied. In this course, we look at what it takes to build a customer centric organization.

Course Methodology:

Case studies, self-evaluation exercises, application of service quality tools, video clips with debriefs, oral and written questions resulting in debates and more are all used in this course in addition to brief consultant and participant presentations.

Course Content:

Defining and appreciating the customer

- Definition of customer • Definition of customer service • The internal and external customer

Importance of the internal customer

- The need for motivated employees • The need for qualified employees
- Silo mentality • Destroying the silos

Customer service as a strategic imperative

- From 'suspect' to 'partner' • Going up the ladder • The 'KANO' model: • 'Basic' attributes, • 'Performance' attributes, • 'Delight' attributes.
- The customer centric organization • Customer service as a strategic imperative
- The 7 practices of customer-centric organization

Customer satisfaction surveys and other vital tools

- Understanding your customers • Importance of segmentation • Principles of customer segmentation • Focus groups • Customer satisfaction surveys
- Key terms • Major survey methods • Questionnaire examples
- Customer survey guidelines, • Types of satisfaction surveys • Basics of sampling • Attributes to measure • Customer satisfaction index

RATER' in depth • Service quality (servqual) gaps model

Customer complaints and service recovery

- Facts and their implications • Symptom versus cause • Root cause analysis
- Failures do happen • The recovery paradox • The strategic initiative
- Tactical activities • The 'WOW!' factor

Service Level Agreements (SLAs)

- SLA definition • Characteristics of effective SLAs • Key elements of an SLA
- Steps in SLA development • Quality versus cost SLA metrics

KPIs for customer service

- Monitoring performance through key performance indicators
- The 4 perspectives of the balanced scorecard • Impact of the customer perspective, • Characteristics of good KPIs, • Building customer service KPIs

Course Objectives

By the end of the course, participants will be able to:

- Develop a holistic customer care approach by taking into consideration seven different aspects of the definition of customer service
- Create objectives and programs to maximize internal customer satisfaction
- Evaluate the design, implementation and analysis of customer satisfaction surveys
- Use customer complaints as the springboard for service improvement
- Write Service Level Agreements (SLAs) to ensure clarity and conformance
- Assess the service aspect of the organization or department through well chosen Key Performance Indicators (KPIs).

Programme Details:

Code: CS-11003

Programme Duration: 3 Day

Who Should Attend:

Executives, managers and decision makers who are keen on improving performance by taking their customers to higher levels of satisfaction, as well as customer service managers and supervisors interested in advanced customer service tools.

Customer Service Workshop

Course Overview

In this course we focus extensively on the behavioural, social and interactive aspects of customer service. The course starts with definitions and discussions about the importance of good service, about what customers expect and about the ability of anyone to mould their own behaviour. Next, we dissect the elements of the image projected by the person interacting with the customer and we bring it all back to learn how to behave professionally in any situation. This course emphasizes communication skills and the ability to understand and use all aspects of behaviour and body language to ensure that all customer interactions remain positive and end successfully.

Course Methodology:

In the first phase of the course a variety of methods such as case studies, self-awareness questionnaires, and exercises that help participants apply some of the customer service tools discussed, as well as some video clips will be used. In the latter part of the course participants will role play gradually more challenging scenarios. These will be videotaped, reviewed and discussed in order to maximize the learning process and develop participants' self confidence in their own ability to handle difficult situations professionally.

Course Content:

Definition of customer services

- **A glimpse at the definition:** Customer service in a shop, in a restaurant, in a company, Customer service in any organization, The two main dimensions of service.
- **Competition versus monopoly, • Private versus government, • Internal customer versus external customer, • What is really customer service**
- **Explicit versus implicit elements of service**

Some customer service models

- **The 'PRIDE' model, • The 'RATER' model, • The 'kano' model**

Customer service and emotional intelligence

- **Definition of emotional intelligence, • Emotional intelligence for customer service, • Building your emotional intelligence.**

Customer service, behaviour and communication

- **Behavior is communication, • Body language, • Listen before you speak**
- **Expressing yourself, • Appropriate behaviour and communication according to situation**

The image you project

- **Generic elements of your image:** Respect is a two way street, Showing empathy, Eagerness to help, Professionalism is key, Self confidence Fairness in all dealings.
- **Specific elements of your image:** Knowledge, The way you look and dress The language you use, Your body language, Building rapport.

Customer service situations

- **Scenarios, analysis and role-plays:**
 - Easy, regular situations
 - Common but sensitive situations
 - Complaints, problems and other difficult scenarios

Course Objectives

By the end of the course, participants will be able to:

- Explain the importance of superior customer service in any situation and in any environment.
- Use tried and true communication techniques to maximize their overall effectiveness.
- Demonstrate how to perform their duties in such a way that customers will remember the encounter positively.
- Apply the proper behaviour and communication skills in the most appropriate way regardless of the difficulties.
- Apply practical methods to turn upset customers around, win their thanks and gain their respect.

Programme Details:

Code: CS-11004

Programme Duration: 3 Days

Who Should Attend:

Employees at any level of any organization who deal directly with customers, whether internal or external, and who want to hone their communication skills in a supportive and professional environment with the aim of maximizing customer satisfaction on the job.

Excellence in Customer Service

Course Overview

In this course we cover all the most important elements of service any person involved in direct interactions with customers should know and apply. From the necessary behavioural and communication skills to the right attitude, and including specific methods to analyze and improve the service provided, we cover it all in a straight forward and effective manner that will help participants ensure customer satisfaction and delight in the most challenging situations.

Course Methodology:

Several methodologies are used in this course. In addition to brief presentations by the consultants, we use case studies, self awareness exercises, exercises to practice some of the methods learned during the course, video clips and role plays.

Course Content:

Definitions and concepts

- **Quotations on customer service, • Service definitions, • Quality service requirements, • Some interesting numbers, • Cost of bad customer service, • Customer care foundations, • Learning from the best, • Additional comments about service**

Internal customer service

- **Identifying internal and external customers, • A final definition, • Elements of service, • Customer requirements, • Foundation of great service people**
- **The links in the service-profit chain, • Internal customer service**

Customer service as a strategic imperative

- **From 'suspect' to 'partner' • Going up the ladder • The 'KANO' model:**
 - **'Basic' attributes, • Performance' attributes, • Delight' attributes.**
- **The customer centric organization • Customer service as a strategic imperative**
- **The 7 practices of customer-centric organization**

Managing customer expectations

- **The importance of customer expectations, • Perceived service quality, • What to say and what not to say, • Calming upset customers, • 12 tips for calming upset customers, • Comments you should avoid, • Managing customer expectations**
- **RATER' in real life, • The Service Quality (SQ) factors, • Flying over customers' rising expectations, • The customer loyalty ladder, • Role-plays and exercises on dealing with different personality styles.**

Effective communication skills for handling customers

- **Effective communication.**
- **Verbal communication with customers.**
- **Active listening.**
- **Effective listening skills.**
- **Phone etiquette**

Professional behaviour with customers

- **The power of behaviour,**
- **Principles of effective behavior.**
- **How to behave professionally with the customer**
- **History of communication, • Interesting study**
- **Interpreting non verbal communication.**
- **The right behavior with the customer**
- **The wrong behavior with the customer.**
- **Types of behavior**
- **Assertive, passive and aggressive behavior.**
- **Verbal and non verbal components of communication styles.**

Dealing with difficult customers

- **Dealing with different personality types**
- **Typical customer personality types**
- **Service recovery**

Course Objectives

By the end of the course, participants will be able to:

- Explain the importance of customer service in a competitive environment.
- Defend the vital role internal customers play and show that their satisfaction is key for the success of an organization.
- Practice the techniques of managing customer expectations and delighting customers.
- Provide better, faster service and increase customer satisfaction.
- Recognize early signals of customer irritation and respond appropriately in order to quickly find a workable solution to the problem.

Programme Details:

Code: CS-11005

Programme Duration: 3 Day

Who Should Attend:

Customer service representatives, technical and support personnel, field service representatives, account managers, credit and billing specialists as well as managers who want customer service training in order to reinforce their skills and train their staff.

The Customer Complaint System: A Tool for Customer Service Improvement

Course Overview

This specialized course tackles the issue of customer complaints by focussing on its two components: the behavioural aspect related to the individual employee who deals face to face with the complainant, and the system's or procedural aspect related to how the organization should process a complaint, every step of the way, from the moment it is raised to its conclusion. Relying on ISO 10002 guidelines and other international best practices, the course also covers the necessary preparations an organization must go through in terms of culture development and openness before it can hope to benefit from complaints, recover complaining customers, improve internal processes and achieve new heights in customer satisfaction.

Course Methodology:

In addition to short presentations by the consultant and the resulting written or oral questions that are debated by the group, this course relies on case studies, exercises and the design of procedures and forms by work teams as well as role plays.

Course Content:

Introduction to understanding your customers

- Interesting facts and figures, • Customer retention, • The principal foundation of retaining and developing our customer base, • The 'PRIDE' model for understanding customer needs, • Service mix elements, • The service quality model and service gaps, • Managing customer expectations.

Introduction to complaints management

- Customer complaint' definition, • The importance of complaints, • Customer satisfaction and customer loyalty, • The 'Kano' model, • The danger of ignoring complaints, • Levels of complaints, • Complaints handling: process and behaviour, • Sources of customer complaints, • Dealing with customer complaints.

Complaints management standards and Complaints Handling Process (CHP)

- Complaints management standards - background, • ISO 9001 process model, • ISO 9001 and requirements for complaints management,
- Essential elements of a complaints management system, • ISO 10002:2008 guidelines for CHP, • Scope and guiding principles, • The complaints handling policy, • Responsibility and authority: Top management, Management representative, Other managers, All personnel in contact with customers, All other personnel.
- Planning and design: Objectives of the CHP, Customer satisfaction, linkages and alignment, Resource requirements, Competency requirements
- Operation and communication: Essential elements, Receiving, recording and tracking, Assessing, investigating and closing.
- Maintenance and improvement: Collection of information, Satisfaction with CHP, Monitoring the CHP, Auditing the CHP, Management review

Assessing and monitoring a complaints management system

- Quotes on measures
- Metrics, measures and Key Performance Indicators (KPIs)
- Where do KPIs come from
- Some organizational Key Result Areas (KRAs)
- Criteria for 'good' KPIs
- Analysis of complaints: root cause analysis
- Prioritizing problems
- Finding effective and efficient solutions

Course Objectives

By the end of the course, participants will be able to:

- Defend the vital role of a customer complaints management system in enhancing organizational performance.
- Demonstrate how a properly trained employee handles, step-by-step, complaining customers, gains their confidence and gratitude and secures their satisfaction.
- Implement a customer feedback system that will maximize customer satisfaction and retention.
- Manage every phase of the complaint handling process from preparation to closing including receipt, analysis, escalation, tracking, and all internal and external communication.
- Formulate relevant key performance indicators to assess and audit complaint systems.

Programme Details:

Code: CS-11006

Programme Duration: 3 Days

Who Should Attend:

All marketing staff at any level in the organization, Customer Relationship Management (CRM) departments, market research, loyalty scheme managers and supervisors, product managers, business unit managers, sales managers and supervisors, customer care managers and supervisors, analysts and any interested decision maker, department head or supervisor.



Health, Safety & Environmental





Behaviour-Based Safety

Course Overview

The purpose of this course is to provide managers and safety professionals with a deeper understanding of their role in implementing and determining the outcomes of a safety program. 'How to be a Leader in Safety and Health' focuses on the importance of top management involvement in guiding the process of implementing new approaches to health and safety. The course addresses the change management process which can be a challenge for some organizations seeking a significant improvement in their health and safety performance. When routine and traditional risk reduction approaches do not produce the desired results, a new strategy should be put in place. With many real life examples and interactive exercises, a step-by-step process is introduced to enable participants to influence health and safety policies and procedures in their organizations. Moreover, participants will be ready to take a leadership role in promoting good health and safety practices and implementing related changes.

Course Methodology:

The course is designed to be interactive and participatory and includes various pedagogical tools to enable participants to operate effectively and efficiently in a multi-functional environment. The course is built on four pedagogical pillars: concept learning (lectures and presentations), role playing (group exercises), experience sharing (round table discussions) and exposure to real world problems and policy choices confronting delegates.

Course Content:

Characteristics of an Effective Safety Culture

- Does Management Commitment Make a Difference?
- Top Management Commitment and Employee Involvement
- Effective Communication, • Analyzing Incidents and Accidents
- Defining a Value System, • Why Do Safety Cultures Fail?

Human Barriers to Safety, and Behaviour-Based Intervention

- Behaviour-Based Psychology, • The Complexity of People, • Sensation, Perception, and Perceived Risk, • Identifying Critical Behaviour,
- Behavioural Safety Analysis, • Intervening with Activators, • Intervening with Consequences, • Intervening as a Behaviour-Change Agent

Safety Supervision and Leadership

- Safety Responsibilities, • Identifying and Correcting Hazards, • Ensuring Safety Accountability, • Creating a Culture of Consequences
- Tough-Caring Leadership

Journey to a Safety Culture

- Pathway to Safety Excellence, • Developing Goals and Objectives
- Identifying and Establishing Goals, • Conducting Self-Assessments and Bench-marking, • Change Analysis

Actively Caring for Safety

- Understanding Actively Caring, • Psychology of Actively Caring,
- Person-Based Approach to Actively Caring,
- Increasing Actively Caring Behaviours.

Measuring the Safety Culture

- The Nature of All Safety Systems, • Assessment Techniques, • The Deeming Cycle, • What should be Evaluated?, • Evaluation Tools
- Developing and Implementing the Action Plan

Course Objectives

By the end of the course, participants will be able to:

- Enhance your ability to effectively manage a safety and health program
- Develop skills in safety supervision, leadership and evaluation
- Identify and list safety and health training needs
- Assess and measure a safety and health culture
- Effectively measure a safety culture program after implementation

Programme Details:

Code: HSE-7000

Programme Duration: 3 Days

Who Should Attend:

Safety officers and other safety professionals involved in developing, implementing and making safety an integral part of the overall organizational culture.

Emergency Response Planning: Crisis Management for Hazardous Environments

Course Overview

The sheer range of potential incidents and emergencies that can disrupt or even stop production are increasing. If managed correctly then not all of these incidents will become critical or be classed as a crisis, but those that result in increased losses or put increased demand upon the organisation will have serious consequences for the company, the shareholders and stakeholders or the country itself badly damaging the reputation of all those involved in the response. This course will teach you that meeting this commitment involves more than just being fully prepared.

Course Methodology:

This course will enhance your leadership capabilities through assessment, syndicate role play, group discussions. You will enhance your crisis communication skills and develop team problem solving techniques and methods through various challenges. Participants will be given a full student manual with industry standards, audits, plans and checklists which are easily adapted to your own site specific needs, and a full electronic Crisis Response Manual and a video of how to use it.

Course Content:

Hazard action prevention

- Overview of prevention methods, • Vulnerability analysis, • Risk assessment of hazardous materials, • Developing the crisis management manual
- Developing procedures

Crisis management – control models

- Command and control systems, • Crisis management – emergency planning: International laws, Local regulations

Writing the emergency response plan

- Contents critical to the emergency response plan: Emergency organization, Emergency procedures
- Assessment of available resources, • Plan implementation, • Training employees, • Distribution of emergency plan, • Updating the plan

Organizing incident control

- Emergency Control Centers (ECC): Communication at the ECC, Equipment needed, Resources needed
- Emergency Response Teams (ERT): Health and safety
- Crisis Management Teams (CRT)
- Forward Incident Control (FIC): Control points

Emergency action procedures

- Response and media, • Emergency action procedures, • Evacuation procedures, • Medical emergencies, • Fire procedure, • Explosion procedure
- Hazardous materials, • Environmental hazards.

Emergency response model

- Media relations and recovery
- Flixborough case
- Texas BP Refinery case
- BIG Spring Refinery case
- Regional based cases

Course Objectives

By the end of the course, participants will be able to:

- Recognise the attributes between incidents, emergencies and crisis situations.
- Develop methods to avoid unnecessary escalation, and how to design, command and control response to each scenario.
- Enhance on-scene leadership capabilities and techniques
- Apply best practice in organizing Emergency Control Centers (ECC), Emergency Response Teams (ERT) and Crisis Management Teams (CRT) to assist the Forward Incident Control (FIC).
- Analyze human factor and allocate duties with regards to psychological readiness, resource allocation, deployment, discipline, leadership and welfare.

Programme Details:

Code: HSE-7001

Programme Duration: 4 Day

Who Should Attend:

Leaders or responsible parties in charge of safety, emergency or crisis management, for an organization, division, or municipality. These include, but are not limited to: ministry or government regulators; fire, safety and security professionals; risk, marketing and insurance professionals; designated incident, emergency and crisis response professionals; local fire and emergency response members; and other emergency response professionals. This course is also critical for line managers and supervisors wishing to appraise their comprehension of emergency response best practices.

Hazardous Waste Management

Course Overview

It is critical for every individual involved with hazardous waste, whether with its disposal or more commonly with its transportation, to acquire the relevant safe handling knowledge and skills. The first step in effective hazardous is to understand the difference between what is hazardous and what is not. Many types of hazardous material require special handling, and the correct handling methods must be used for the material being disposed.

Indeed, hazardous waste, if not contained correctly can lead to fires, explosions, or the release of toxic fumes due to interaction with the container. It is crucial to ensure the hazardous material is ready for transport in order to reduce risks, last minute efforts and added expenses.

This course provides every professional involved with the knowledge and skills to ensure the safe handling of hazardous waste as well as drafts of contingency / emergency plans.

Course Methodology:

This course will be highly interactive and include group discussions, case studies and syndicate work. It will include practical exercises that will allow all participants to use the knowledge they gained to demonstrate their skills in hazardous waste management.

Course Content:

Hazardous waste collection and operations

- Definition of hazardous waste, • How to classify waste, • Record keeping requirements, • Waste container selection, • Accumulation point and satellite management, • Safety and health program for hazardous waste operations, • Site characterization and analysis, • Site control

Medical surveillance and engineering controls

- Medical surveillance, • Engineering controls

Handling drums and containers

- Opening drums and containers, • Material handling equipment, • Radioactive wastes, • Shock sensitive wastes, • Laboratory waste packs
- Sampling of drum and container contents, • Shipping and transport
- Tank and vault procedures

Decontamination

- Decontamination procedures, • Equipment and solvents, • Personal protective clothing and equipment, • Unauthorized employees, • Commercial laundries or cleaning establishments, • Showers and change rooms

Emergency response to hazardous substance release

- Emergency response plan, • Elements of an emergency response plan
- Procedures for handling emergency response, • Skilled support personnel
- Specialist employees, • Training, • Chemical protective clothing, • Post emergency response operations

Course Objectives

By the end of the course, participants will be able to:

- Reduce waste management cost by effectively distinguishing the different types of hazardous waste and applying the relevant pre-transport requirements and disposal methods.
- Use engineering controls to ensure all individuals involved with hazardous waste have the required Personal Protective Equipment (PPE).
- Avoid accidents by applying the correct handling methods for drums and containers used for various types of hazardous wastes.
- Identify training needs for all individuals involved with hazardous waste management.
- Develop emergency response plans to hazardous substance release.

Programme Details:

Code: HSE-7002

Programme Duration: 5 Days

Who Should Attend:

This course is beneficial for individuals in industries that generate hazardous materials and who are charged with the development of contingency or emergency plans. This course is also designed for individuals who are directly or indirectly involved in the cleanup efforts of areas or buildings contaminated with hazardous waste.

HAZOP Study Management

Course Overview

HAZOP (Hazard and Operability) study is one of the most widely used hazard identification methods in the world and is utilized across many different industries. Countless potential risks and problems can be identified by using the systematic and structured approach of HAZOP.

A successful HAZOP study is only possible if the study is led effectively. Without good leadership, studies 'drift' and become, at best, design reviews; or, at worst, contractual arguments. This course will provide participants with an understanding of the HAZOP methodology and why it works, as well as key skills to take on the role of a HAZOP Team Leader.

Participants will learn how to function as a HAZOP study Leader including: preparing and selecting a team, choosing nodes, estimating timescales for completion, avoiding common problems, and formulating reports.

Course Methodology:

Case study examples will be used for exercises to ensure that the participants can focus on understanding the requirements for HAZOP leadership. All participants will be given the opportunity to fulfil the roles of Leader and Scribe during workshops and to practice guiding a team through the HAZOP process. A proprietary HAZOP software package will be demonstrated and participants will have the opportunity to 'set up' a study using this software.

Course Content:

The role of HAZOP

- The role of HAZOP in risk assessment, • What happens when it goes wrong?
- Historical perspective, *The origins and development of HAZOP;*
- HAZOP terminology

HAZOP and safety

- The benefits arising from the application of HAZOP
- The drawbacks of not employing HAZOP
- The requirements of a 'safe' plant, and how HAZOP helps to ensure that these are in place

Leading the HAZOP study

- The HAZOP definition and its understanding, • What are hazards?, • What are operability problems?, • HAZOP preparation, • Defining the scope of the study
- The information required, • Part (Node) definition: *Continuous processes; Batch processes; Procedural studies*
- HAZOP timeframe, • Team definition and requirements, • Starting the HAZOP team discussion

Putting a HAZOP study into practice: A case study

- A continuous and guided HAZOP study workshop, • Preparing the study
- Taking the lead, • Identifying the components, Formulating the team
- Motivating the team

Reviewing the HAZOP case study

- Identifying common mistakes, • What needs to be changed, • Improvement methods, • Preparing HAZOP reports, • Implementing recommendations

Course Objectives

By the end of the course, participants will be able to:

- Prepare for a successful HAZOP study that clearly identifies scope and timeframes
- Select and motivate the HAZOP team to complete the study on time and with results
- Guide productive HAZOP study meetings to reach positive outcomes
- Identify and solve problems that arise during HAZOP studies
- Create effective and user-friendly HAZOP study reports
- Analyze HAZOP study results and make organizational improvement recommendations

Programme Details:

Code: HSE-7003

Programme Duration: 5 Day

Who Should Attend:

This course is suitable for personnel who are required to lead HAZOP studies in any industry. Participants must have experience as a team member and understand the HAZOP methodology (the methodology will be reviewed from the leader's perspective)

Health, Safety and Environment (HSE) Workshop

Course Overview

Who is responsible for health and safety in your organization? Who should be held accountable to meet legal obligations in safety requirements? Through this course, it will be apparent that workplace safety is the responsibility of everyone in the organization. Moreover, a thorough review of common hazards, as well as root causes of accidents and incidents, will allow participants to be armed with various tools to help them create, follow, and more importantly, implement the standards of health and safety.

By being aware of hazards surrounding them, participants will be able to identify and anticipate such hazards. Moreover, the instructions on investigation techniques and processes delivered in this course will enable participants to better plan for upcoming tasks.

Course Methodology:

This workshop is designed to be interactive and participatory, and includes various pedagogical tools to enable the participants to operate effectively and efficiently in a multifunctional environment. This course is built on four pedagogical pillars: concept learning (lectures and presentations), role playing (group exercises), experience sharing (round table discussions) and exposure to real world safety and health matters.

Course Content:

Definitions and overview

- Why the concerns for safety?, • Various definitions of accident, safety, health, • World Health Organization (WHO) and Occupational Safety and Health Administration (OSHA), • Reaching threshold limit values
- The 6 Es in safety

Industrial hygiene

- Recognition, evaluation, control, • Types of hazards in the workplace
- The four categories of hazards, • Control methods used in a safe environment, • Accident costs and reporting.

Job Safety Analysis (JSA) and safety audit

- Objectives of JSA, • JSA uses, • Benefits of JSA, • Procedures to follow for an effective JSA, • How to keep accurate recordings, • Importance of an audit
- Safety audit tools, • Benefits of a safety audit, • Consequences after the audit

Accidents investigation, reporting and prevention

- Accidents and injuries at work, • Identifying causes of accidents
- Contributing causes of accidents, • Immediate causes of accidents
- Effects and costs of accidents, • Reporting requirements
- Importance of prevention

Management of health and safety

- Planning and setting objectives, • Organizing to ensure accomplishment
- Leading to inspire action, • Controlling performance, Concerns for management: safe and sound

Proper behaviour in case of an accident

- Types of work related accidents, • First aid basics and their needs
- Cardiopulmonary Resuscitation (CPR) in an emergency
- Calling for help when you need it

Ergonomics and good posture

- Bad work habits and their effects, • Negative effects of bad ergonomics
- Correction of bad habits

Course Objectives

By the end of the course, participants will be able to:

- Identify the sources of harmful acts
- Explain how safety is everybody's responsibility
- Recognize that accidental injuries are caused by unsafe acts, behaviors and conditions
- Prepare a job safety analysis and give job safety instructions
- Conduct an accident investigation and complete a meaningful accident report
- Respond to various work accidents and emergencies
- Plan and conduct a safety audit

Programme Details:

Code: HSE-7004

Programme Duration: 3 Days

Who Should Attend:

Managers, supervisors and safety professionals who wish to improve their skills and competencies in order to be able to assume their safety responsibilities and effectively carry out their tasks safely in their organization.

Leadership in Health and Safety

Course Overview

The purpose of this course is to provide managers and safety professionals with a deeper understanding of their role in implementing and determining the outcomes of a safety program. 'How to be a Leader in Safety and Health' focuses on the importance of top management involvement in guiding the process of implementing new approaches to health and safety. The course addresses the change management process which can be a challenge for some organizations seeking a significant improvement in their health and safety performance. When routine and traditional risk reduction approaches do not produce the desired results, a new strategy should be put in place. With many real life examples and interactive exercises, a step-by-step process is introduced to enable participants to influence health and safety policies and procedures in their organizations. Moreover, participants will be ready to take a leadership role in promoting good health and safety practices and implementing related changes.

Course Methodology:

The course is designed to be interactive and participatory and includes various pedagogical tools to enable participants to operate effectively and efficiently in a multi-functional environment. The course is built on four pedagogical pillars: concept learning (lectures and presentations), role playing (group exercises), experience sharing (round table discussions) and exposure to real world problems and policy choices confronting delegates.

Course Content:

Introduction to safety management

- Top management commitment, • Employee involvement, • Cost impact on business
- Total quality safety management, • The health and safety management system
- Effective communication, • Analyzing incidents and accidents

Hazard analysis and control and Emergency Action Plans (EAP)

- Hazard defined, • Controlling exposure, • Hazards categories, • Components of an effective EAP, • Evaluating my workplace, • Determining the steps in developing an EAP, • Policies and procedures

Safety supervision and leadership

- Safety responsibilities, • Identifying and correcting hazards, • Ensuring safety accountability, • Creating a culture of consequences, • The four categories of consequences, • Tough-caring leadership, • Leadership styles, • The five levels of leadership

Effective accident investigation

- Initiating the accident investigation, • Characteristics of an effective accident investigation, • The six-step process for conducting an investigation
- Seven rights of the interview process, • Conducting events analysis and causes
- Writing the report

Management aspects of an effective safety culture

- Management role, • Demonstrating commitment, • Elements of the safety and health management system, • Defining and developing accountability
- Developing programs that support the safety culture

Measuring the safety culture

- Nature of all safety systems, • Assessment techniques, • The Deming cycle
- What should be evaluated, • Evaluation tools, • Developing and implementing the action plan

Course Objectives

By the end of the course, participants will be able to:

- Summarize the role of management, employees and communication in enhancing organizational safety and health
- Design hazard analysis and control, and Emergency Action Plans (EAP)
- Develop skills in safety supervision, leadership and evaluation
- Initiate and conduct an effective accident investigation
- Create and lead a safety culture program
- Assess and measure a safety and health culture program after implementation

Programme Details:

Code: HSE-7005

Programme Duration: 3 Day

Who Should Attend:

Safety officers and other safety professionals involved in developing, implementing and making safety an integral part of the overall organizational culture.

OSHA: Occupational Safety and Health Administration Standards

Course Overview

This course provides an understanding of the structure, contents and applicability of the Occupational Safety and Health Administration (OSHA) standards.

It covers the recognition, avoidance, abatement, and prevention of safety and health hazards in the workplace for general industries. It also provides information regarding employers' responsibilities as defined by OSHA, and focuses on the implementation of effective safety programs and record keeping requirements.

Course Methodology:

This course will be highly interactive and include group discussions, case studies and syndicate work. Depending on the participants' backgrounds, the course outline may vary and focus on the areas specific to their industry and function requirements.

All participants will receive the OSHA General Industry Regulations handbook which they can bring back to their organization for future reference.

Course Content:

Introduction to OSHA

- Importance of OSHA, • Employees' rights and employers' responsibilities under OSHA, • Contents of OSHA standards, • Inspections of the workplace

Fundamentals of a safe workplace

- Walking and working surfaces, • Hazard communication course and Safety Data Sheets (SDS), • Exit route, emergency action plans, fire prevention plans and fire protection, • Personal Protective Equipment (PPE), • Fall protection, • Lockout/tagout – requirements and periodic inspection

Introduction to industrial hygiene

- History of industrial hygiene, • Role of the safety professional, • Industrial hygiene fundamentals, • Industrial hygiene concepts and key terms

Industry specific standards

- Hazardous, flammable and combustible materials
- Confined space: permit required, hazards, courses, rescue
- Machine guarding: hazards, requirements, methods
- Welding, cutting and brazing, • Power industrial trucks

Blood borne pathogens

- Exposure control plan, • Engineering and work practice controls
- Hepatitis B vaccination requirements, • What to do if an exposure occurs
- Training requirements, • Medical recordkeeping requirements
- Sharps injury log

Safety and health programs

- Benefits of effective safety and health programs
- Major elements: Management commitment, Policy and goals
- Employee involvement, Responsibility, Worksite analysis, Safety and health inspections
- Hazard prevention control
- Controlling the hazards, Hazard prevention planning
- Safety and health training
- Safety and health orientation, Supervisor responsibilities
- Specific training needs

Course Objectives

By the end of the course, participants will be able to:

- Explain and apply the contents of the Occupational Safety and Health Administration 29CFR1910 (OSHA) standards
- Prepare an effective safety program that will also increase employee morale and productivity, and reduce overall costs
- Describe the training requirements of OSHA standards and identify the training topics that their organization's employees will need
- Apply the record keeping requirements of OSHA to maintain an effective workplace injury log
- Distinguish the difference between workers' rights and employers' responsibilities as defined by OSHA

Programme Details:

Code: HSE-7006

Programme Duration: 3 Days

Who Should Attend:

This course is designed for health and safety directors, field supervisors, engineers, safety professionals, site managers and anyone seeking better knowledge of the rules and regulations that govern workplace safety requirements.

Waste Management: A Modern and Sustainable Approach

Course Overview

In the 21st century, sustainable waste management is as much about resource management and recovery, as it is about safe and effective disposal. This course helps participants who either produce waste or handle waste to use information gained to develop a more sustainable and cost-effective way of managing waste in both a local and national context. It follows the principles of the waste management hierarchy to underpin good practice in waste management, in a way that recognizes waste as a resource. This will both help to protect the environment and maximize profit.

Participants will learn to use a range of tools to explore opportunities in waste prevention, re-use and recycling; and in so doing, reduce management costs and create commercial opportunities.

Opportunities for energy generation from biological waste, including food waste, will also be identified.

Course Methodology:

This course is highly interactive and includes group discussions, case studies and syndicate work. It includes practical exercises that will allow all participants to use the knowledge they gained to implement their skills in Waste Management.

Course Content:

Sustainable waste management: an international context

- Waste management policy for the 21st Century, • Principles of sustainable waste management, • Sustainable waste management and the circular economy
- Sustainable waste management, • Environmental risks and their management and control, • Pollution linkages and their use in managing environmental risks, • Good practice in municipal waste management, • Sustainable options for different waste types.

Waste prevention

- Commercial 'drivers' and good practice examples
- The true cost of waste
- Use of simple tools: Flow diagrams, Scope to save, Process mapping, Mass balance

Waste re-use and recycling

- The value of waste as resources
- The role of Materials Recovery Facilities (MRFs), • 'Clean' MRFs and 'Dirty' MRFs: How they work, • The role of transfer stations, • The science of composting, • Good practice in open windrow composting, • Good practice in 'In-Vessel Composting' (IVC), • IVC for food waste

Waste recovery

- Anaerobic Digestion (AD): an old science with new opportunities
- The science of AD: summary, • AD of food waste, • AD for energy generation
- Good practice in the management of food waste, • Waste incineration with energy recovery, • Good practice in Energy from Waste Incineration (EFW)
- EFW for municipal waste

Waste disposal on land

- Landfill: Hazards and risks, • Principles of sustainable landfill, • Landfill: Engineering considerations, • Regional (including climate and geological) influences on good practice, • Co-disposal landfill, • Long-term storage of waste, • Waste management in 2050, • Predicting the future: potential commercial opportunities in waste management, • Course summary.

Course Objectives

By the end of the course, participants will be able to:

- Explain the use of the waste management hierarchy in the sustainable management of waste and its role in the circular economy
- Use the principles of sustainable waste management
- Identify opportunities in waste prevention for cost-efficient waste management
- Explore re-use and recycling opportunities in waste management, and manage waste-related environmental risks through a risk-based approach
- Use principles of waste recovery to explore opportunities for energy generation through anaerobic digestion and energy from waste incineration
- Examine the potential impacts of waste disposal to land (landfill) and identify more sustainable alternatives where appropriate.

Programme Details:

Code: HSE-7007

Programme Duration: 5 Day

Who Should Attend:

This course is designed for waste managers and supervisors, including managers and supervisors in all waste-producing industries (e.g. including manufacturing and retail.) It is also ideal for municipal waste managers, waste planners (private and public sector) and anyone who wishes to explore opportunities in the management of waste in the 21st century.

ISO 14001:2015 Transition Training: Environmental Management System

Course Overview

This course is specifically designed for managers with environmental and/or sustainability responsibilities. The course provides a clear path towards successfully achieving ISO 14001 Transition – with any accredited certification body. All new requirements from the 2015 revision of the standard will be considered and participants will be empowered to return to their organizations and effectively implement the methodologies shared on the course.

Participants will learn how the new ISO 14001:2015 standard supports the strategic direction of the organization and how new ISO Clause requirements enhance the relevance of this management system. Participants will consider risks and opportunities that may impact environmental performance and will develop a more focused planning approach, to achieve environmental objectives.

The 'leadership' clause will be considered in a way that enables managers to engage with top executives within the organization and secure their 'buy-in' with key environmental initiatives. Performance evaluation will also be reviewed in depth, enabling managers to evaluate the effectiveness of the environmental management system while simultaneously delivering improvements on a continuous basis. Arrangements for reviewing organizational environmental compliance (regulatory) will be investigated and participants will learn how to establish an effective compliance framework for the benefit of the organization.

Course Methodology:

The course is interactive and is comprised of presentations, case studies, technical process learning and supplemental discussions related to various industries and the challenges of implementation.

All participants will receive the OSHA General Industry Regulations handbook which they can bring back to their organization for future reference.

Course Objectives

By the end of the course, participants will be able to:

- Advise their organization's top management on how the new 14001 standard affect the organization
- Demonstrate how to create a framework for managing organizational risks and opportunities
- Implement a suitable framework for evaluating compliance and communicating compliance status outcomes
- Demonstrate why document control in support of ISO 14001 is important and implement an effective approach
- Support the strategic direction of the organization with effective environmental objectives and targets and ongoing evaluation and improvement of environmental performance

Course Content:

Introduction to ISO 14001:2015

- ISO 14001:2105 Structure (Annex SL)
- ISO 14001:2105 Transition and the Role of Implementers and Auditors
- Organizational Context, Leadership & Resources, Risks and Opportunities
- Environmental Aspects – Activities/Products & Services - Developing a Life Cycle Perspective
- Environmental Aspects - Evaluating Significance
- Environmental Objectives and Planning (SL).

ISO 140001:2015 Policies and Documentation

- 14001 Policy Requirements (Commitments), Strategies & Implementation
- Operational Controls and Performance Evaluation
- Issues Impacting 14001 Effectiveness
- Compliance Obligations and Evaluations
- Documenting and Communicating Compliance Status – Interested Parties
- Emergency Preparedness and Response
- Testing Emergency Arrangements

Auditing ISO 14001:2015

- Internal Audits – Planning, Preparation, and Execution
- Managing Nonconformance (Corrective Action)
- Effective Management Review (Inputs/Outputs)
- Managing Improvement
- Control of Outsourced Processes
- Communication
- ABC Geotechnical Ltd

Programme Details:

Code: HSE-7008

Programme Duration: 3 Days

Who Should Attend:

This course is designed for managers and supervisors with ISO Management System responsibilities. Attendees typically include HSEQ managers, environment managers, quality managers and other individuals entrusted with an environmental performance remit. The course is also beneficial for internal auditors within an organization who are tasked with auditing various functions, including those linked to environmental compliance and performance.



Healthcare & Pharmaceutical Management





Pharmaceutical Sales: Communicating with Physicians

Course Overview

A thorough understanding of your pharmaceutical company's target audience is crucial when piecing together a marketable claim. The "one-size-fits-all" approach with physicians may have unfavourable effects on the pharma-physician relationship in an era where doctors are short on time, while being flooded with massive amounts of data. As many promotional activities and messaging by the pharmaceutical industry do not resonate with their potential customers, it is essential to plan effective methods for approaching physicians in a changing era of medical practice.

This course introduces participants to the basic communication skills required to efficiently and effectively address complex clinical or experimental data with physicians. The expectations of the target audience, good data understanding and analysis of the clinical trials, and factors influencing treatment choice by physicians will be thoroughly discussed.

Special emphasis will be placed on the most common physician profiles a pharmaceutical representative may interact with as well as potential challenges these profiles pose.

Course Methodology:

This course uses a number of different training methods including presentations, group discussions, videos, question and answer sessions, case studies, and role plays.

Course Content:

Statistics for doctors - what they want to know

- Overview of a scientific article
- The question and the evidence based answer.
- Different study designs in practice: Reviews and meta-analyses
- Retrospective analyses, Sub-group analyses, Observational studies, Clinical trials.
- Dissecting a trial
- Presenting the data
- Statistics for the doctor: Research to practice applications.

Communicating with doctors

- Basics of communication,
- Different communication styles,
- Discovering the doctor's communication style,
- Breaking the "one-size-fits-all" approach
- Differentiating between the promotional message and the medical message.

Different physician profiles and challenges

- The art of observation,
- Getting the message across,
- Making a big impact in little time,
- Building a foundation,
- Addressing concerns,
- Answering different questions and their purpose,
- What to say and when to say it.

Factors influencing the treatment choice

- Different physician perspectives,
- Different physician profiles,
- Addressing the concerns,
- Presenting the data,
- Challenging questions and suggestions,
- Facilitating access.

Marketing and promotional events

- Different types of events and their intended purposes
- Choosing the target audience
- Working with speakers and attendees
- Assuring the scientific benefit
- Relaying the message while preserving ethical and high educational standards.

Course Objectives

By the end of the course, participants will be able to:

- Implement impactful communication skills while adapting to the projections of their target audience
- Acquire an understanding of physician profiles based on educational and cultural backgrounds, medical approaches, and thinking patterns
- Analyze the strengths and weaknesses of statistical data from a clinical trial
- Define factors influencing physician's treatment choices
- Create marketing material and promotional events for pharmaceutical products

Programme Details:

Code: HPM-2000

Programme Duration: 5 Days

Who Should Attend:

This course is specifically designed for individuals responsible for medical/pharmaceutical affairs, marketing, and the field sales forces, as well as anyone involved in implementing effective communication techniques tailored to the different profiles of healthcare professionals.

Strategic Healthcare Management

Course Overview

Global healthcare leaders must have expertise in leadership management, healthcare finance, and human resource management in order to maintain excellence in service and patient care. The Strategic Healthcare Management course aims to ensure that healthcare leaders across the West Africa have access to the world's leading practices in complex organizational management and healthcare leadership. This course consists of healthcare industry specific skill development, and enhancement methodologies and topics, designed for senior and executive level hospital staff. Including primary care, recuperative care, community and other healthcare facility administrators, chiefs of staff, hospital board members, chief nursing officers, department directors and other healthcare professionals with supervisory, management or executive level responsibilities.

The course will also be of benefit to clinicians who are transitioning or seeking to transition into administrative management or executive roles. Medical and non-medical personnel and staff who aspire to become directors, executives and administrators will also find tremendous value in the knowledge and skills taught.

Opportunities for energy generation from biological waste, including food waste, will also be identified.

Course Methodology:

This course will be highly interactive and include group discussions, case studies and syndicate work. It will include practical exercises that will allow all participants to use the knowledge they gained to practice leadership skills that internationally renowned healthcare providers implement across the various functions of their organizations.

Course Content:

Strategic Management

- Strategic management in healthcare,
- Developing a mission and vision statement and strategic management steps,
- Developing a marketing strategy,
- Positioning the hospital for quality.

Hospital Organizational Structure

- Understanding US and other global organizational structures,
- Managing and leading in complex organizations,
- Teamwork in healthcare settings

Financial Management and Forecasting in Healthcare

- The organizational structure and responsibilities of hospital cost centers
- Department and individual cost centers,
- Cost center management
- Evaluation methods.
- The convergence of cost accounting,
- Financial accounting
- Insurance

Hospital Human Resource Management

- Hospital strategic human resource management,
- Developing core values and human resource management,
- Understanding human resource management systems,
- Developing human resource incentives and control mechanisms

Hospital Information Technology (HIT)

- The implementation of hospital information management,
- HIT systems,
- HIT in process management,
- HIT in quality and safety,
- Security and privacy issues in HIT

Medical Service Quality Management and Improvement

- Quality of medical services management,
- Performance tracking and incentives
- Healthcare quality management methods and common tools
- Emergency preparedness and crisis management

Course Objectives

By the end of the course, participants will be able to:

- Implement patient focused strategies, including strategic planning, across the organization
- Leverage executive decision-making tools and formal methods to assess healthcare plans in light of regulations and ever-changing needs in the market
- Lead and manage complex organizations' crisis management while optimizing quality and safety best practices
- Foster creativity throughout a department or organization
- Apply leadership capabilities to lead healthcare teams and projects to success

Programme Details:

Code: HPM-2001

Programme Duration: 5 Day

Who Should Attend:

Hospital and healthcare administrators, VP and C-suite executives, chiefs of staff, hospital board members, chief nursing officers, department directors and other healthcare professionals with management responsibility. This course would also benefit clinicians, medical personnel and staff who are transitioning upward into administrative, management, director or executive leadership roles.

Technical Report Writing and Statistical Analysis for the Pharmaceutical Industry

Course Overview

Clear, unambiguous technical reports and procedures are of vital importance in the pharmaceutical industry. They are used to communicate the outcomes of product development work and investigations, and may be reviewed by the FDA, or other regulatory bodies, if they form part of a regulatory submission. On this course, participants will learn how to analyze and present technical data in a clear and concise manner. They will produce powerful charts and graphs using the graphics tools in Microsoft Excel and will design compelling tables making data comparison a powerful tool for the target audience. Important statistical methods such as evaluation of outliers, analysis of variance, experimental design and estimation of uncertainty will be covered. The elements of effective standard operating procedures will also be explained.

Course Methodology:

The material used in the training course will be based on exercises as well as regional and international case studies. Participants will frequently work in pairs as well as in larger teams.

Participants will have the opportunity to practice their new set of skills in technical report writing. They will be given the option to work on a report using data from their workplace or use model data supplied by the trainer.

Course Content:

Scientific writing

- Organization and structure of technical reports, • Conventions and style in scientific writing, • Correct use of English: Common mistakes, Verbs, nouns, prepositions and adjectives, Punctuation
- Length and structure of sentences and paragraphs, • Figures and tables
- Citing scientific literature

Statistical methods

- Distributions and types of data, • Basic statistical techniques, • Outliers
- Analysis of variance, • Experimental design
- Estimates of measurement uncertainty
- Rules governing the use of statistical techniques in pharmaceutical QC

Graphical representation of data

- Options for presenting data in technical reports, • Designing effective tables
- Optimal types of graphs: Scatter graphs: linear and non-linear, Pie charts Bar/column graphs, Radar plots
- Use of error bars, • Graphics tools in Microsoft Excel.

Writing effective procedures

- Definitions of a Standard Operating Procedure (SOP), • Best practice in SOP writing, • The importance of brevity and clarity, • Organization and structure of a SOP, • Use of figures and diagrams, • Point-of-use aids to compliance

Course Objectives

By the end of the course, participants will be able to:

- Write effective technical reports and procedures that cater to the needs of their target audience
- Present complex experimental data in a logical, clear and concise manner making optimal use of graphs, charts and tables
- Build credibility by following the conventions of scientific writing to support explanations and arguments
- Ensure technical documents achieve maximum impact by efficiently structuring the data and avoiding common written English mistakes
- Analyze experimental data using the principles of statistical analysis

Transforming the Patient Experience

Course Overview

The "patient experience" has become a primary and leading excellence benchmark for the performance a best-in-class healthcare organization delivers on quality, safety and service.

The patient experience is a journey that can take a healthcare organization to the top of the patient care league. However, if not efficient, it can also have an adverse impact on an organization's reputation and sustainability.

This course provides participants with the knowledge and skills to design and implement a patient experience-based framework to improve the overall performance of their organization.

Participants will learn how to build high performing and engaged healthcare teams, establish and sustain effective clinical relationships, as well as implement strategies and tools to support patient-centered care.

Course Methodology:

This course will be highly interactive and include group discussions, case studies and syndicate work. It will include practical exercises that will allow all participants to use the knowledge they gained to implement a patient experience-based framework in their healthcare organization.

Course Content:

Building effective clinical relationships

- The clinical value system, • The impact of organizational culture on working relationships, • The impact of clinical relationships on the patient experience
- Clinical relationships assessment, • Roadblocks in clinical relationships
- Opportunities in clinical relationships

The key role of communication

- Key aspects of interpersonal communication skills
- Communication and interpersonal relationship styles: Choice of words, Tone of voice, Eye contact, Body language and gestures, Proper titles
- Techniques to communicate empathy and compassion
- Communication methods to enhance patient experience

Cultural diversity in patient-centered care

- Basic concepts of cultural competence, • Knowing your patients' demographics
- Practitioners and patients' approach to: Health, Illness, Healthcare
- Differences in patients' values, preferences and expressed needs
- Medical decision-making and its impact on the patient/family/community

Attracting and engaging customer-focused employees

- Attributes and benefits of an engaged workforce
- Innovative techniques to hire a patient-centered workforce
- Strategies for recognizing employee commitment to patient experience
- Fostering employee engagement

Creating a coaching culture

- Core coaching concepts in healthcare, • The coaching process, • Adopting a coaching culture through leaders and influencers, • The impact of coaching on the quality of care and services, • Other leadership techniques

Designing the patient experience

- Concepts of experience-based design, • Gathering experiences from patients, families and staff, Observations, Interviews
- Identifying strengths and gaps, • The experience-based design framework
- Managing and delivering an improved patient experience

Course Objectives

By the end of the course, participants will be able to:

- Attract and engage customer-focused employees who are passionate about providing the best and most compassionate, yet efficient, care to the patient.
- Establish and sustain effective clinical relationships by leveraging key internal and external communication strategies
- Build a coaching culture that supports consistent exceptional care and service.
- Identify and address the differences in patients' values, preferences and expressed needs.
- Design a patient experience framework that better meets and exceeds the patient's needs.

Programme Details:

Code: HPM-2002

Programme Duration: 3 Days

Who Should Attend:

This course is designed for pharmaceutical professionals tasked with data analysis and/or producing technical reports and procedures. It will be particularly beneficial for research and development (R&D) analysts/managers, scientists, engineers, and technicians as well as Quality Assurance (QA), Information Technology (IT), manufacturing, and other operations professionals. This course will also prove useful for administrative staff supporting the R&D and operations activities by preparing technical documentation.

Programme Details:

Code: HPM-2003

Programme Duration: 3 Day

Who Should Attend:

This course is beneficial for healthcare clinical and non-clinical staff, including healthcare line managers, heads of department and operational executives. Vendors involved in direct and indirect support services will also benefit from the course.



Human Resource Training





Career Development and Succession Planning

Course Overview

60% of organizations have no process for succession planning. This interactive course will enable you to consider the latest methodologies and strategies related to successful engagement, career development and succession planning. The course is also designed to provide tips to create a clear career path and help build your bench. In addition, it will help you plan a succession strategy for a flexible and sustainable business.

Course Methodology:

This course uses a mix of interactive training techniques such as lectures, case studies, and group activities. The course also presents best practices in the areas of career development and succession planning and invites participants to share their organizational experiences in order to optimize the learning process.

Course Content:

Putting people first

- Putting people before numbers, • People's wants from their organizations
- Organizations' wants, • The war for talent, • Today's top priorities in HR
- Disengagement and the downward performance spiral, • People based strategy, • HR activities: traditional focus versus career development focus

The basics of career management and succession planning and management

- Careers today: the importance of development, • Definition of career development, • The career development process and links to HR
- Essential elements in an integrated career development system
- Definition of succession planning, • Main aims and reasons for establishing a succession planning and management system, • Distinguishing succession planning from replacement planning

Organizational readiness for change

- Promoting a development culture, • Characteristics of a development culture, • Career development as a change agent, • Roles and responsibilities in a development culture, • Role of human resources, • Role of line managers, • Role of top management, • Role of developers

Identifying high potentials

- Key positions, • High potentials and high professionals, • Assessing individual potential, • Best practices to improve the management of high potentials, • Qualities of processes to spot, develop, and retain high potentials.

Career development: tools and methodologies

- Competencies: the foundation for career development, • Competencies framework, • Coaching: an essential managerial function, • Mentoring: a must have system for career development, • Career counselling services

Developing internal successors

- Making the business case for succession planning and management
- Starting the systematic succession planning and management program
- Refining the program, • Assessing present work requirements and individual job performance, • Assessing future work requirements and individual potential, • Closing the development gap: the Individual Development Plan (IDP), • Designing the individual development plan

Course Objectives

By the end of the course, participants will be able to:

- Demonstrate understanding of the basics of career development and succession planning
- Distinguish succession planning and management from replacement planning, talent management and human capital management
- Compare traditional HR focus with career planning oriented HR focus
- Explain the role of employee and employer in career development
- Apply innovative corporate career development initiatives
- Evaluate and operate an effective succession planning program to close the developmental gaps in the organization
- Prepare individual development plans and manage career choices

Programme Details:

Code: HRT-15000

Programme Duration: 3 Days

Who Should Attend:

Human resources managers, line managers, HR business partners, team leaders and specialists.

HR Auditing

Course Overview

All work in human resources has a legal and a financial impact on the organization. As such, key employees in human resources should ensure the integrity and accuracy of the data they use and the processes they follow in their departments. One way to ensure that this is actually happening is by auditing the human resources processes currently in place.

This course is designed to help participants identify the critical areas in human resources that must be audited. It also helps participants decide on the questions to ask and in determining the minimum requirements to run processes in human resources effectively.

Course Methodology:

The course is workshop based with numerous case studies and team based activities. Role plays and individual exercises are also incorporated in the course in addition to a number of presentations by participants.

Course Content:

Human Resources Management (HRM)

- Definitions and objectives of HRM, • The main functions in HR, • Examples of HR organization charts, • The recruitment and selection cycle
- The performance management cycle, • The compensation and benefits cycle

The audit process

- History and origin of auditing, • Definition of auditing, • Conducting a good audit
- Pitfalls to watch out for, • Creating a plan to conduct an HR audit

Organizational chart audit

- Identifying the components of a good organization chart, • Conducting a proper analysis of organization charts: Studying the current organization chart for weaknesses and strengths, Identifying areas of improvement, • Developing possible actions, Creating a plan for implementing improvements

Recruitment and selection process audit

- Analyzing the current workforce plan
- Modifying the workforce plan and budget to include the important elements
- Reviewing the current recruitment and hiring process as per the company's HR policy, • Analyzing the joining formalities of new employees
- Improving the joining formalities of new employees: Creating a proper new joiners file, The induction process

Employee administration process audit

- Reviewing and developing the probation period administration process
- Reviewing and developing the staff performance appraisal process
- Maintaining a proper leave record: Auditing the leave administration process
- Auditing and improving the current payroll administration process: Overtime management review
- Ensuring correct calculation of severance pay
- Ensuring compliance with pension fund regulations

Computer based data management system audit

- Evaluating current methodology for maintaining electronic employee data
- Ensuring electronic data matches employee personnel files
- Identifying best approaches for maintaining e-records for employee

Statutory compliance audit

- Pension records for national employees
- Verifying employee records and compliance of HR process with the labor law
- Checking for compliance with visa and local sponsorship processes

Course Objectives

By the end of the course, participants will be able to:

- Organize employee records and files in an effective manner.
- Identify areas of weaknesses in organizational processes related to recruitment and selection, employee records keeping, performance appraisal, and payroll.
- Create a plan of action to improve HR processes in their organization.
- Relate the importance of an efficient employee record keeping process to their organizational financial well being.
- Develop a detailed and accuracy-focused approach to human resources.

Programme Details:

Code: HRT-15001

Programme Duration: 3 Day

Who Should Attend:

Managers, supervisors, specialists, team leaders, and officers in the functions of human resources. The course is also very useful for internal audit professionals who are about to start an audit exercise in the HR department in their organization.

Executive Training in Recruitment and Selection

Course Overview

The function of 'recruitment and selection' plays a key role in the entry of new employees into the organization. As such, it has an overwhelming influence on the successful achievement of organizational objectives. This course will take you from the basics to the advanced and strategic aspects of this important HR function. It will show you the logical and correct steps you must take to structure and implement recruitment and selection practices. This course will include an assessment at the end of the course to ensure higher learning, higher retention of knowledge and better transfer of that knowledge to the workplace.

Course Methodology:

The course will use a combination of theory and practical application of course concepts. Participants will engage in role plays and mathematically based exercises to help apply fairness and equality in hiring employees.

Course Content:

Recruitment and selection

- Recruitment versus selection, • Roles and responsibilities in each stage
- Managing relations with other HR functions

Recruitment plans and defining requirements

- Defining workforce organizational needs, • Planning the various stages
- Roles of line managers, • Roles of recruitment personnel, • Capturing and tabulating information, • Producing recruitment reports, • Building a job profile: The use of essentials and desirables

Attracting candidates

- Various sources for attracting candidates:, • Employee referrals as a method of sourcing candidates, • Attracting internal candidates, • Advertising: pros and cons, • Internet and websites, • Recruitment agencies and head hunters
- Career fairs and universities

Screening candidates and short listing

- Tangible versus intangible criteria, • The use of CVs, résumés and applications for shortlisting, • Verifying on line applications

The art of interviewing candidates

- Screening and biographical interviews, • Hypothetical interviews
- Panel interviews: pros and cons, • Competency based interviews

Selecting candidates

- Importance of data capture, • Objective versus subjective remarks
- Legal and fairness issues, • Producing a personal profile, • Criteria that should be used, • Use of decision matrixes in selection, • Use of competency gap analysis.

Measuring recruitment efforts

- The main KPIs for measuring the recruitment function
- Applicant response ratios, • Qualified application ratios, • Yield rates
- Time to fill and time to join, • Offer acceptance ratio

Course Objectives

By the end of the course, participants will be able to:

- Define recruitment and selection and the important role this function plays in the success of an organization.
- List the main steps that should be followed to develop an effective recruitment plan and select the best methods and sources for attracting qualified candidates.
- Choose the most appropriate techniques for short listing and assessing candidates considering the reliability and validity of each.
- Select and conduct the most suitable type of selection interviews for varying candidates and situations.
- Prepare and conduct a probing interview for any vacancy or job level in the organization.
- Implement the right measures and Key Performance Indicators (KPIs) to evaluate the effectiveness of recruitment efforts.

Programme Details:

Code: HRT-15002

Programme Duration: 3 Days

Who Should Attend:

Managers, team leaders, supervisors, administrators, specialists, business partners and officers in the functions of human resources and recruitment whose job require recruiting and selecting employees. The program is also very useful for all those outside human resources who conduct frequent and important selection interviews.

Executive Training in Talent Acquisition

Course Overview

Talent acquisition is becoming more and more like marketing nowadays. Acquisition teams need to have a strategy for everything; from creating attractive employer brands to smooth onboarding and successful integration; or else risk getting left behind.

This course is designed to build on the capacity of talent acquisition teams and individuals to reach talents in the age of transparency, skillfully assess competence, and smoothly integrate them within company culture. The course will also enable participants to derive talent acquisition strategies from organizational strategies and design means to monitor and assess progress and impact.

Course Methodology:

The first part of the course is reflective in nature and aims at assisting participants realize the changes happening around them and the need to act to maintain effectiveness of their units. The second part of the course focuses on the "how". Participants will learn how to develop strategies, tools, and techniques to overcome challenges and successfully embark on the current and new way of acquiring talents. The pace of the course is fast and the activities demands concrete outputs from participants to be used by them at a later stage.

Course Content:

Global Trends' Impact on Talent Acquisition

- The rise of the social enterprise (the case of LinkedIn vs Glassdoor)
- The workforce ecosystem, • Individual value proposition Vs employee value proposition, • From careers to experiences and development
- The end of static jobs as we know them,
- Engagement with external actors and internal departmental collaborations

Employer Branding Strategy (have an external speaker on employer branding)

- Profiling your target audience and setting your brand context, • Defining your brand value, • Establish and state your brand position and value proposition ,
- Communication strategy, • Understanding and applying employer branding Metrix

The Candidate Experience

- Candidates' expectations, • Attractive job briefs, • Simplification of online application process, • Hurdles: how much is too much?
- Hiring manager accountabilities and organizational culture overview

The Assessment Stage

- Defining requirements: Role analysis, Functional must haves, Strategic requirements
- Assessment methods: Validity of assessment methods, Behavioural simulations
- The assessment framework
- Become an interview guru: Preparing your questions and interview guides
- Managing the interview, Quantification of interview results

The Onboarding Phase

- The administrative process
- They four layers of onboarding for successful integration: Compliance, Clarification, Culture and connection
- The psychological contract: A linear approach, A holistic approach
- Onboarding effectiveness

Measuring Effectiveness

- Organizational strategy Vs acquisition strategy: • KPIs that matter: Financial, customer KPIs, Process KPIs, • Building dashboards

Course Objectives

By the end of the course, participants will be able to:

- Realize the impact of current trends on talent acquisition strategy and practices
- Develop an employer branding strategy to boost organizational ability to attract talent
- Design an efficient and effective process
- Improve and customize talent assessment approach in accordance with position requirements
- Accelerate the integration process of new hires through a holistic and integrated onboarding approach
- Build talent acquisition strategy and measure impact in compliance with organizational strategic directives

Programme Details:

Code: HRT-15003

Programme Duration: 3 Day

Who Should Attend:

This course is first and foremost for HR and talent acquisition professionals who want to explore new approaches to attract and employ talents.

Executive Training in Master Trainer

Course Overview

This course guides participants through a number of important stages for trainer development. The journey begins with an overview of what makes adult learning unique, and passes through a comprehensive personal assessment to understand personal trainer type and how to deal with participant types. A detailed focus is also given to applying the 'ADDIE' model in instructional design. This course is designed to assist you in new techniques, methodologies, and insights to your training repertoire.

Course Methodology:

This course has been designed using the experiential learning approach. Participants are required to demonstrate essential skills required for trainers. Mini training sessions delivered by participants will be recorded and played back for feedback.

Course Content:

Your role as a master trainer

- Facilitating the learning experience, • Before, during and after your training sessions, • Understanding learners' memory, • Ensuring learning results
- Applying adult learning principles, • Accelerated learning principles

Introduction to personality type and learning

- Overview of personality type, • Personality self assessment, • Personality type and learning style, • Characteristics of learners with different personalities, • Eight learning styles

Applying the 'ADDIE' model in instructional design

- An overview of the 'ADDIE' model in instructional design
- Analyzing learners and learning context, • Story-boarding for efficient designs, • Developing your material, • Rolling out your developments
- Collecting feedback and evaluation

IA complete guide for your training workshops

- Training material required, • Developing an opening that captures audience attention, • The proper sequencing of your material, • Appropriate usage of exercises, case studies, and activities, • A blueprint for developing activities
- The use of technology in your training workshops, • Your PowerPoint slides and flip chart, • Ending with a conclusion and an action plan

The delivery of training

- Attributes of an effective training session, • Audience attention and interest
- Questioning techniques, • The Johari window: building trust and rapport between master trainers and trainees, • The Tabascos: ways to keep your session alive and the audience awake, • Controlling public speaking anxiety.

Skill transfer

- What usually happens after training, • What must happen after training
- The master trainer's role in skill transfer, • Ways to improve skill transfer

Delivery and critique of training

- Delivering the session, • Exchanging constructive feedback
- Completing your personal development plan

Course Objectives

By the end of the course, participants will be able to:

- Define the role of a master trainer during the various intervals of training
- Assess personal type and participant type and develop a proper training style
- Define and implement the steps of the 'ADDIE' model in training
- Create engaging training material
- Deliver effective and interactive training sessions
- Examine and plan for adequate skill transfer on the job
- Conduct a comprehensive training session

Executive Training in Organizational Development

Course Overview

Organizational Development (OD) is a new trend, it enhances the role of HR to become a true strategic partner in the business. This course will help you learn all about OD from definition to applications. It will also equip you with the knowledge and skills you need to translate OD strategies into actions. Furthermore, this course examines the primary role of human resources development (HRD) in the organization to help people and organizations effectively manage change.

Course Methodology:

This course uses a combination of theory and practical application of course concepts. Participants will engage in simulation exercises combined with round table discussions of real life situations allowing them to gain a strong grip on the knowledge and skills presented in this course.

Course Content:

OD overview

- Introduction to the field of Organizational Development, • The Main Conceptual Framework of OD, • OD History and Pioneers, • Action Research Model, • Identifying Needs, • Assessing the organization readiness for development
- How OD has benefited HR and the organization?

OD analytics

- Creating Data Collection Tools, • Preparing and Facilitating Feedback Sessions
- Conducting Interviews and Feedback, • Big Data, • Collecting and Analyzing Data
- Presenting Data and Observations, • Data collection plan, • Gaining Agreement and Buy-in, • Setting Priorities

OD strategy

- Origins of strategy, • Strategic Planning, • SWOT analysis, • Vision statement
- Mission statement, • Strategic Goals, • OD strategy, • Competency Centricity
- Compensation Centricity, • Performance Centricity, • Identifying Action Plans
- Creating Project Plans

OD intervention and change

- Designing OD Interventions, • Organizing Customer Needs, • What is change management?, • Implementing Change Management Process, • Internal Customer Satisfaction and Engagement, • Evaluating Results, • Sustaining Change

OD maintenance

- Preparing the organization for Maintenance, • Creating a preventive system
- Spending versus end results ROI, • Auditing sustainability, • Proactivity and continuous development, • Dialogic versus Diagnostic OD

Course Objectives

By the end of the course, participants will be able to:

- Understand the field of Organizational Development (OD)
- Assess the organization readiness for development
- Present OD related data analytics
- Draft an OD strategy
- Implement change management processes

Programme Details:

Code: HRT-15004

Programme Duration: 3 Days

Who Should Attend:

Trainers, instructors, subject matter experts and line managers involved in training and seeking certification as master trainers. The course is also open for other participants wishing to improve their training skills.

Programme Details:

Code: HRT-15005

Programme Duration: 3 Day

Who Should Attend:

The course can be attended by HR professionals, OD practitioners, HR consultants & trainers and anyone who is interested in the field of OD.

Executive Training in Talent Management

Course Overview

Talent is the new oil; this is what modern organizations are telling us. Consequently, the war for talent is global and talent acquisition, development, and retention have become components of modern competition. Without a strategic approach to identifying potential talent and doing whatever it takes to develop it and keep it, organizations stand to lose one of their competitive advantages. In this course, you will be exposed to the best practices in strategic talent management as applied by some of the most successful organizations in the world. By learning how to identify potential talent within your organization, how to develop it and how to implement strategies to retain your best people, this course will help you and your organization become better equipped to win in the war for talent.

Course Methodology:

The course uses a mix of interactive techniques such as presentations by course participants, case studies, group activities as well as short films about exemplary organizations in the area of talent management.

Course Content:

The war for talent

- Six realities about people today, • The battle for brainpower, • The hard facts about employee engagement, • The hierarchy of needs, engagement levels and managing talent, • HR as the architects of the talent machine
- HR transformation is the big challenge, • The corporate talent system
- Some talent management Key Performance Indicators (KPIs)

Intangibles: the new HR return on investment

- Intangibles defined, • The rising importance of intangibles, • An architecture for intangibles, • The new war for talent: war for deep specialization
- HR's role in building organizational capabilities

Proactive talent management

- Six HR conditions for organizational success, • What talent management is not all about, • What talent management is all about, • Defining proactive talent management based on the experience of highly successful organizations, • The foundations of talent management; the performance/potential grid, • An integrated talent management system

Talent management: problem or solution?

- A short historical perspective, • A new way to look at talent management
- The fundamental business challenge: managing risk,
- Managing talent management
- A new framework for talent management: four principles to consider

Building a talent management system

The HR guide to identifying high potentials

Institutional strategies for dealing with talent management issues

Retaining top talent: the big challenge

Wrap up: turning your organization into a 'talent master'

Course Objectives

By the end of the course, participants will be able to:

- Identify the building blocks of talent management
- Create a talent management system
- Define the linkages between organization excellence and effective people management
- Identify 'high potentials'
- Coach, train and develop 'superkeepers'
- Integrate compensation with talent management so they can retain their top people
- Design strategies to retain talent
- Defend the role of information technology in supporting a talent management system.

Programme Details:

Code: HRT-15006

Programme Duration: 3 Days

Who Should Attend:

This course is ideal for HR team leaders, HR managers and HR business partners as well as line managers.

Training Manager - Workshop

Course Overview

Training departments carry a major responsibility in the organizations which focus on developing employees' knowledge and skills for current and future business needs. Being in charge of a training department requires an understanding of a number of concepts like management, strategy, policies, budget, evaluation and technology. The 'Certified Training Manager' course covers such important topics and provides participants with the knowledge and tools to survive the ever growing demands placed on the training function.

Course Methodology:

To apply theory, the course incorporates an experiential learning approach that allows participants to individually and collectively develop solutions to case studies, draft budgets, training policies, evaluate surveys and create business requirements for training systems.

Course Content:

Managing a training department

- Defining management, • Key management functions, • Personal assessment and development plan, • Role of the training department in an organization: Conducting a 'PEST' and 'SWOT' analysis, Devising a training strategy, Training department mission statement, Identifying key result areas, Training department key performance indicators
- Marketing the training function within your organization, • Training and development roles, • Structure of a training department

Mapping training policies, procedures and training plans

- Importance of training policies, • A look at common training policies
- Drafting training policies, • Components of a training plan
- Partnering with training providers

Establishing a training budget

- Whose responsibility is it, • Budget types and techniques,
- Measurement, metrics and budget data, • Eight steps to creating your budget,
- Tips for defending your budget, • Examples of training budgets

Evaluating the training function

- Reasons for evaluating the training function
- Key performance indicators: Deciding on indicators, Monitoring and reporting
- Measuring employees' satisfaction of the training function: Evaluation methods, Developing the training function's satisfaction survey,
- Evaluating transfer of behaviour, • Conducting a cost/benefit analysis
- Reporting return on investment, • Presenting your findings

Selecting and implementing a LMS

- Purpose and importance of LMS, • Existing types and technology
- Common features, • Business requirements
- Defining the selection process, • Examples and comparison of LMS

Course Objectives

By the end of the course, participants will be able to:

- Describe the key roles and responsibilities of training departments
- Develop a training department mission statement with key result areas and key performance indicators
- Establish a comprehensive training strategy which includes training policies, procedures, and training plans
- List important steps for developing and administering training budgets
- Identify methods for evaluating the training function
- Conduct a cost benefit analysis for training activities
- Prepare business requirements for a Learning Management System (LMS) and list the necessary system selection steps

Programme Details:

Code: HRT-15007

Programme Duration: 3 Day

Who Should Attend:

This course targets existing or aspiring training managers. Specialists, team leaders, training managers and line managers who have a direct interest to pursuing a career as a training manager.

Compensation and Benefits

Course Overview

In this course, you will learn about the only part of human resources that works behind the scenes. Compensation and benefits is usually a function that professionals in the field typically avoid for its seemingly complex nature and dependency on mathematics. When you attend this course, you will change your mind about this HR specialty. We will explain the specifics of compensation and benefits in such a way that you be able to apply them easily at work.

Course Methodology:

The course will use a combination of theory and practical applications of course concepts. Participants will engage in simulation exercises that will emulate real life situations allowing them to gain a strong understanding of the concepts covered.

Course Content:

Managing compensation: an overview

- Compensation objectives, • Components and factors affecting compensation, • Effective compensation management system

Job analysis and job descriptions

- The need for job descriptions, • Principal approaches to job analysis
- Carrying out the job analysis process, • Conducting a proper job analysis interview, • The main components of a job description
- Writing job descriptions: Practical applications.

Job evaluation

- Defining 'job evaluation', • Job evaluation methods, • The Hay system: an overview, • Job evaluation guidelines, • Sources of error
- Practical job evaluation applications

Compensation systems

- Main compensation policies, • Factors affecting pay levels
- Paying for competence, • Basic salary structures, • Salary structure design
- The right number of grades, • Spread and progression, • Building a salary structure

Allowances and benefits

- Allowances as part of total pay: Purpose of allowances, Nature of work allowances, Non nature of work allowances, Regional practices
- Understanding benefits: Definition and purpose of benefits
- Categories of benefits, Regional practices, Managing an effective benefits program, Main features of a long term benefit plan, Conducting a benefits package assessment

Introduction to compensation surveys

- Purpose of surveys, • Designing and carrying out a compensation survey
- Compensation survey reports

Course Objectives

By the end of the course, participants will be able to:

- Explain the basic principles and major elements of compensation
- Apply the various processes in compensation: job analysis, job descriptions and job evaluation
- Explain what constitutes a sound and effective compensation and benefits program
- Design a salary structure and related policies
- Describe the basic compensation survey process

Competency Based Interviewing: The Highest Standard in Interviewing

Course Overview

Despite the various advancements in human psychology and assessment of talent and competence, such as psychometrics and multi-rater evaluation, interviews remain the preferred method for 'getting to know' a candidate. Having said that, most interviews fail to achieve their intended level of reliability due to poor pre-interview preparation, improper questioning or the infamous reliance on first impressions and gut feelings. This course is designed to mitigate all the common mistakes untrained interviewers commit when meeting with job candidates. The workshop aims at highlighting why interviews have a high impact on hiring decisions and the steps that can be put in place to increase their reliability while ensuring legally defensible levels of fairness and consistency.

Course Methodology:

The course is workshop-based. A small percentage of the time is used to debunk some of the common myths related to interviewing and the rest is dedicated to activities and exercises aimed at 'test-driving' the skill of competency-based interviewing. The workshop relies on the use of role-plays and scenario interviews to ensure the translation of knowledge to skill is at maximum levels.

Course Content:

The interview as a method of selection

- Prevalence of the interview as a selection method
- Reliability and validity of interviews: Reliability of CVs, resumés and biodatas
- Why interviews remain the most reliable
- Problems with typical interviews: before, during and after: Overcoming problems with interviews.

Types of selection interviews

- Screening and biographical interviews, • Biographical interviews
- Stress interviews and why they are unethical,
- Panel interviews: Rules for conducting a panel interview

Competency-Based Interviews (CBI)

- Pre-interview steps, • Preparing a CBI guide
- Using competencies and values for building the guide, • Standardizing questions
- Organizing venue and material: The need for consistency and ethical implications

Structure of a Competency-Based Interviews

- Introduction techniques, • Opening statements,
- Conducting the interview/questions, • Open and closed questions: Hypothetical questions: when and how Leading questions and how they should be used, STAR funnelling technique FACT funnelling technique, Disallowed questions
- Closing the interview

Post interview steps

- Classifying and evaluating captured data, • Linking data with competency guide
- The legal and ethical aspects of translating data to reports
- Producing interview reports, • Selection decision: Using decision matrixes (in the absence of a competency framework), • Using gap analyses: Compensatory and non-compensatory methods.

Course Objectives

By the end of the course, participants will be able to:

- Define the importance of interviewing as a method of selection, brainstorm common mistakes untrained interviewers commit and define ways to overcome them
- List main types of selection interviews and when and how to use each
- Design a competency-based interview guide using competencies and values and use it to collect 'code-able' data from interviewees.
- Conduct a probing interview designed to uncover behavioural characteristics of applicants.
- Use data collected from interviews to complete a gap analysis and decide on the most suitable candidate.

Programme Details:

Code: HRT-15008

Programme Duration: 3 Days

Who Should Attend:

Professionals working in the function who wish to acquire relevant knowledge and skills, and those working in other areas of human resources as administrators, officers, specialists, team leaders, managers and business partners who wish to broaden their understanding of this important function.

Programme Details:

Code: HRT-15009

Programme Duration: 3 Day

Who Should Attend:

This course is targeted at anyone involved in assessing candidates prior to hiring. It is of particular benefit to line managers involved in interviewing candidates for vacancies in their respective functions. The course is ideal for professionals in human resources, especially those working within the functions of recruitment, selection and workforce planning.

Employee Engagement: Strategy and Practices

Course Overview

Employee engagement is not just an HR issue, it is primarily a business challenge that modern organizations are increasingly facing. According to Gallup International only 29% of employees are engaged in their work, 55% are not, and 16% are actively disengaged. The cost of employee disengagement is enormous, Gallup puts it at \$470 billion per year for the US economy. As such, employee engagement and retention becomes a top priority for modern organizations who want to compete in the market, increase their market share and achieve higher returns on investment. In this course, you will learn what employee engagement is all about, design appropriate surveys to measure it, and most importantly craft and implement successful engagement initiatives that impact overall business performance.

Course Methodology:

This course uses a mix of interactive techniques such as case analysis, discussions, group activities, sharing experiences as well as short films about organizations that have managed to boost their employee engagement rates.

Course Content:

The case for employee engagement

- Today's business reality, • Managing times of changing people
- What people want; employees versus employers wants,
- Defining engagement, • Satisfaction versus engagement
- Gallup's Q12 index of engagement, • The engagement business case; the Return on Investment (ROI) of engagement

The Antecedents, Behaviours, Consequences (ABC)

model of engagement

- Why people do what they do, • Carrots or sticks, • The ABC model: Behaviour modification, The ABC model for behaviour modification, Antecedents at work, The top engagement antecedents - expectations, What makes consequences effective, Consequences that kill engagement.
- Positive and negative reinforcement
- Organizational tools to communicate expectations

Engagement culture

- Things that are important to employees, • The drivers of engagement
- The building blocks of an engagement culture
- Spitzer's eight desires of motivation and engagement
- An employee engagement model: Two way communication, Trust in leadership, Career development, Employees role in success, Shared decision making, Career discussion, Employee gatherings.
- The role of values in building a culture of engagement

The ROI of employee engagement

HR practices for engagement

Employee engagement initiatives

Employee engagement surveys

Course Objectives

By the end of the course, participants will be able to:

- Defend the value of employee engagement to an organization and explain it
- Derive learning lessons from the ABC (Antecedents, Behaviours, Consequences) model for engagement
- Design, build and implement the requirements for an engagement culture
- Evaluate and track the impact of engagement on business performance
- Craft specific HR practices aimed at increasing employee engagement
- Identify, develop and champion the required change initiatives
- Build comprehensive employee engagement surveys and interpret their result

Programme Details:

Code: HRT-15010

Programme Duration: 3 Days

Who Should Attend:

The course is tailored to meet the needs of professional HR people as well as supervisors and managers whose primary responsibility is to engage and motivate their staff.

Employee On-Boarding: Induction and Job Orientation Techniques

Course Overview

The first few days for new employees can have a great impact on their entire employment tenure. The tone for their working experience is set very early on in their minds. Therefore, it is important to manage that early onset of emotional impact from the beginning to ensure a productive and gratifying work experience. In this course, you will learn how to manage the on-boarding process from A to Z. Also, this course will help you build highly impactful on-boarding programs and processes that will set a very positive pace with your new hires.

Course Methodology:

This course is workshop based consisting of numerous case studies and team based activities, round table discussions and presentations of work completed to ensure learning and retention of knowledge.

Course Content:

Definitions, induction versus job orientation

- Difference between induction and orientation, • Origin of words induction and orientation, • Benefits of onboarding program to employees, • Benefits of onboarding program to organization, • Roles and responsibilities during onboarding: Of the new employee, Of the human resources department Of the new employee's manager, Of the new employee's colleagues
- When does on-boarding start?: During the recruitment process, During the assessment process, During the job offer process, **First day on the job:** Administrative procedures

New employee information package

- Contents of an induction package: Welcome letter, Welcome gift, Necessary forms Required policies and procedures, Code of ethics, Employee handbook Cultural awareness

The induction presentation

- Information to include, • Use of various multimedia tools
- Presenting and delivering effective training: Fundamentals of effective speaking Verbal and non-verbal communication, Different trainer styles Assertiveness defined, The assertive trainer, Ways to get attention and maintain interest, Elements of effective feedback, Delivery and critique of training sessions

Job orientation

- Planning job orientations: Introduction to colleagues and department tour Job brief, Computer use, Operating equipment and technology Performance objectives and measurements
- Required essential training, • Information overload, • Follow up and support

Evaluating effectiveness of on-boarding programs

- Informal and formal feedback: Feedback forms,
- Turnover rates, • Performance measures

Course Objectives

By the end of the course, participants will be able to:

- Explain the difference between company induction and job orientation
- List the benefits of running induction and orientation programs, for employees as well as the organization
- Define the roles and responsibilities of all those involved in the early career stages of employees
- Compile a well-designed package of information for new employees
- Prepare and conduct an effective induction presentation
- Design and organize a complete on-boarding program for new comers to the organization

Programme Details:

Code: HRT-15011

Programme Duration: 3 Day

Who Should Attend:

HR professionals who work in recruitment or training and whose job require inducing and orienting employees. This course is also very useful for all those outside human resources who might be assigned the task of orienting new employees to their departments

HR Administration Skills

Course Overview

HR administrators and officers are constantly requested to expand their existing knowledge and skill set. This course has been developed to enrich the HR professional's knowledge in the areas of organizational structures, organizational systems, HR reporting, legal documentation and employee policies. In addition the course provides an extensive body of knowledge on the competencies required for successful HR administrators.

Course Methodology:

To provide a more practical element to the course, participants are required to develop an employee handbook and an organization structure using computer stations provided by Pib-Knowledge. In addition, a live demo of an HR system will be provided in order to highlight major features and develop a system's business requirements.

Course Content:

The HR administrator in organizations

- Major roles and responsibilities of HR administrators, • A look at the HR administrator's job description, • The HR administrator's position within the HR department, • Professional qualifications as a competitive advantage
- Competencies of successful administrators, • Technical competencies
- Behavioural competencies, • Assessing and developing your competencies, • The evolving role of the HR administrator
- Certifications for administrators

Introduction to organizational structures

- Definition and purpose, • Types of organizational structures
- Advantages and disadvantages of various structures
- Examples of structures for a number of organizations
- Tools used to draw organizational structures
- Workshop: using Microsoft visio in drawing organizational structures

Working with Human Resources Information Systems (HRIS)

- The evolution of HRIS, • Functions and features of HR systems
- Determining business requirements, • Developing assessment criteria to be used for evaluating different systems, • Assessing and evaluating existing HR systems, • Workshop: live demonstration and practice using an HRIS

HR measurements and reporting

- Research terms and techniques, • Frequently used HR metrics
- Calculating HR metrics, • Recruitment metrics: Retention metrics, Compensation and Benefits metrics, Training and development metrics.
- Reporting methods and examples: charts and graphs
- Workshop: developing HR reports using bar charts, pie charts and line charts

Employee documentation and record keeping

- Purpose and objective of record keeping
- Employee files: legal documents to maintain
- Developing an orientation package: documents to provide to new hires:
- Policies, procedures and work rules,
- Developing an organization's employee handbook, Purpose of the handbook, Sections of the handbook, the process of developing handbook, Workshop: draft of employee handbook.

Course Objectives

By the end of the course, participants will be able to:

- Identify the role of HR administrators within the HR structure of their organization
- List and develop competencies required for successful HR administrators
- Distinguish between various types of organizational structures and develop structures using Microsoft visio
- Describe the core functions of HR systems and determine business requirements for their organization's HR system
- Develop HR reports using different types of graphs and templates
- Select legal documents required to collect and maintain for employees.
- Create their organization's employee handbook

Programme Details:

Code: HRT-15012

Programme Duration: 3 Days

Who Should Attend:

HR administrators and officers who wish to develop their knowledge and improve their HR administration skills.

Excel Skills for HR and Admin Professionals

Course Overview

In this course, HR and administration professionals will learn to save precious hours from their daily tasks. We will provide participants with tips that will help them resolve in a fraction of the time the challenges they face when working on employee compensations, salary, leave, benefit and the like. In this training, participants will practice formatting techniques to convert data from different sources and learn to make the best use of the most important formulas for HR. They will create meaningful charts and diagrams, use logical functions, and link their spreadsheet to other worksheets and applications. Participants will also automate some common Excel tasks, apply advanced analysis techniques and troubleshoot errors.

Excel tools enable us to be more productive and efficient. By attending, participants will learn to leverage the powerful features of Excel for HR, auditing and other HR tasks. Explore the use of Excel as an audit and analysis tool, as well as, selected features that help prepare accurate reports.

Course Methodology:

This is a practical course with a multitude of hands-on exercises that HR and administration professionals will learn and practice in order to help them apply these time saving techniques in their daily work and to present meaningful information to management from day one.

Course Content:

HR reports

- Listing reports with custom views, • Preparing reports using pivot tables
- Consolidation of data

Cells and name ranges

- Creating name ranges for data, • Using name ranges for values calculations
- Creating names from selection command, • Creating a 3-D formula
- Updating name ranges, • Editing name ranges

HR data formatting

- Creating macros for HR reports, • Using macros for monthly reports
- Saving macros in personnel macros workbook
- Assigning macros to quick access toolbar

Automate HR repetitive tasks

- Creating macros for HR reports, • Using macros for monthly reports
- Saving macros in personnel macros workbook
- Assigning macros to quick access toolbar

Data calculations

- Date and time functions for attendance, • Working days, • Years of service

Logical and statistical functions

- Employee pay increase and bonus (paste special), • Implement HR policies,
- Statistical functions for HR data, • Sumif / sumifs / count / countif / countifs / subtotal,
- Average / averageif / averageifs

Lookup functions

- Vlookup and hlookup, • Approximate and exact match.
- Index and match functions

Creating masters with data validation

- Employee status, locations and grades, • Employee designations, nationalities and departments, • Date and number validation, • Custom validation

Creating masters with data validation

- Employee status, locations and grades, • Employee designations, nationalities and departments, • Date and number validation, • Custom validation

Leave records and calculations, HR charts and graphs

Course Objectives

By the end of the course, participants will be able to:

- Apply Excel reporting expertise in HR and administration by enhancing data slicing and dicing, data massaging, and data analysis skills
- Use pivot tables and pivot charts to efficiently perform automated report writing and analysis
- Develop operational dashboards including business KPI's
- Repeat tasks and generate reports efficiently by recording, running and editing macros
- Acquire numerous tips and tricks that will improve working efficiency

Programme Details:

Code: HRT-15013

Programme Duration: 4 Day

Who Should Attend:

HR and administration professionals, compensation and benefits professionals, HR reward and payroll professionals, HR managers as well as anyone who perform HR and administration functions in their organizations on regular basis.

Human Resources Management

Course Overview

Based on the fact that knowledge is the gateway to engagement, the 'HR Management course is designed to build participants' awareness and knowledge of the major functions that make up a modern HR department. The modules of this course are considered fundamental and include basic knowledge as well as latest trends and keys to effectiveness. If you are looking to strengthen your knowledge, venture into a specific HR function or embark on an HR business partner role, then this course should be your first course to consider.

Course Methodology:

Each day will be dedicated to one topic that will be extensively explored. Evolutionary trend analysis, skill building exercises, role plays and videos are some of the training methodologies used. Moreover, everyday will have an allocated slot to explore additional topics of interest or unresolved challenges in the workplace.

Course Content:

Human Resources Management (HRM)

- Definitions and objectives of HRM, • The main functions in HR
- Characteristics of effective HR management, • HR new roles: HR as business partner, • Examples of HR organization charts

Competency based HRM

- Overview of competency theory, • Types of competencies
- The importance of competencies, • Sample competency frameworks

Recruitment and selection

- Recruitment versus selection, • Defining requirements and attracting qualified candidates, • Latest trends in sourcing channels, • Types of assessment, • Reliability of assessment methodologies, • Types of interviews, • Competency based interview structure, • The selection decision

Training and development

- Identification of training needs, • Design and delivery of training
- Developing and evaluating relevant training objectives, • Training matrices
- Effectiveness of delivery methods: the international benchmarks
- Evaluation of training effectiveness

Performance management

- The performance management cycle, • The main components of performance management, • Performance management versus performance appraisal, • Management by objectives, • Setting up a competency based performance management system
- Talent management and succession planning

Compensation and benefits

- Job analysis, • Components of a compensation and benefits system
- A total compensation management system, • Job evaluation: guaranteeing 'internal consistency', • The PIB factor points system for evaluating jobs
- Salary surveys: guaranteeing 'external consistency'
- Forces impacting compensation and benefit

Careers in HR

- Generalist or specialist: advantages and disadvantages
- Academic qualification versus professional certification

Course Objectives

By the end of the course, participants will be able to:

- List the main functions in Human Resources Management (HRM)
- Defend the new roles of modern HRM
- Apply the functions of recruitment and selection and follow the main steps in attracting and hiring qualified candidates
- Describe the different steps in the training and development cycle
- Explain the roles and responsibilities of HRM in designing and implementing a performance management system
- Demonstrate understanding of a complete compensation management system

Programme Details:

Code: HRT-15014

Programme Duration: 4 Days

Who Should Attend:

HR professionals or those who are about to start a career in HR. The course is also beneficial for experienced officers and managers in HR who wish to update their knowledge and skills about the latest techniques in the various human resources functions.

Identifying Training Needs and Evaluating Training

Course Overview

A successful training function relies heavily on the proper identification of training needs and the evaluation of training. This course aims at converting subjective decisions for choosing training programs to more objective decisions based on proven training methodologies. Such a paradigm shift increases the value of the training department within an organization. In addition, the focus of this course is to build an awareness for evaluation that spans from the most common evaluation forms and assessments to evaluations for skills transfer and return on investment.

Course Methodology:

Highly practical and engaging. This course presents theory followed by practical exercises developed to apply theoretical knowledge in organizational settings.

Course Content:

The general framework

- Reasons for identifying needs, • Present and future indicators of training needs
- Responsibilities of stakeholders: The style inventory, Identifying potential internal training resources and Subject Matter Experts (SMEs)

Methods for Identifying Training Needs (ITN)

- The four steps of needs assessment, • Questions to ask during each phase
- Data collection template, • Data gathering: the cornerstone for ITN
- Quantitative and qualitative methods, • From interviews to focus groups
- Comparison of primary data gathering methods: Advantages and disadvantages

Characteristics of data gathering methods

Linking training needs analysis with program design and program evaluation

- Significance of instructional learning objectives, • Components and characteristics of ILOs, • Writing ILOs, • Ten lessons on how to evaluate training, • Levels of evaluation: Levels defined, Preliminary evaluation information Chain of impact between levels, Characteristics of evaluation levels, An overview of ROI, Evaluation matrix.

Evaluation at levels I and II

- Reaction sheets, • Characteristics of a reaction sheet, • Tests: pre and post

Evaluation at level III: skill transfer from the workshop to the workplace

- What often happens versus what should happen, • Barriers to skill transfer
- Ways to improve skill transfer, • Responsibility for improving skills transfer
- Methods to measure transfer of learning to the job

Converting data to monetary value and calculating the return on investment (levels IV and V)

- Hard data, • Soft data, • Characteristics of hard and soft data
- Isolating the effects of training, • Tabulating program cost
- A practical case study on calculating ROI

Course Objectives

By the end of the course, participants will be able to:

- Use internationally recognized methods for identifying training needs
- Analyze and sort the data obtained from a Training Needs Assessment (TNA)
- Write Instructional Learning Objectives (ILOs) that are aligned with the results of the TNA
- Evaluate the effectiveness of training at various levels using proper data collection methods and instruments for each level of evaluation
- List ways to improve transfer of skills from training workshops to the workplace
- Calculate the Return on Investment (ROI) for training programs by determining their financial costs and returns

Programme Details:

Code: HRT-15015

Programme Duration: 3 Day

Who Should Attend:

Administrators, officers, specialists, team leaders, managers, business partners as well as line managers responsible for identifying training needs or evaluating training within their organizations.

Learning and Development: Tools and Strategies

Course Overview

Employees continuously need to develop their knowledge, skills and abilities. This is crucial for them to maintain and develop operational capabilities and improve engagement and motivation levels. In this regard, demands on learning and development units are becoming more challenging. Learning and development professionals are expected to deliver while considering various criteria such as strategy directives, performance requirements, development needs and international trends to name a few. This course is designed to remove complexity and assist participants in the design and communication of comprehensive learning solutions wrapped in easy to use frameworks. Also, the course considers process development as well as tools to improve efficiency and effectiveness of learning and development units.

Course Methodology:

This is an advanced program and the majority of the time will be allocated for workshops and reflections. It is designed to help participants go back to their work place with new concepts for the creation of learning and development tools and techniques. Therefore, the theoretical portion of the course is complemented by a skill building component revolving around case studies, conceptual design workshops, reflection and evaluation of learning models.

Course Content:

Creating a learning and development strategy

- Analysis of internal and external environment, • Developing learning and development strategies, • Behavioural learning requirements, • Functional development programs, • Managerial development programs, • Funding the training function, • Cost benefit analysis of training, • Criteria for selecting learning and development projects

Learning and development models

- Organizational learning and development trends
- High impact learning maturity model: *Incidental training, Operational excellence, Performance improvement, Capability development*
- Learning paradigms and continuous learning model: *Learning paradigms, Timelines of development requirements.*

Learning frameworks and training menus

- Push versus pull approach, • Design of easy to use frameworks: *Proficiency development, Competency development, Career development*
- Training menus, • Communicating learning architecture

Process development and systematization

- Static process workflow, • Dynamic process workflow, • The power of toolkits
- Toolkit design and dissemination, • Automation, • Retention policy

Individual development plans

- Talent development programs, • Succession planning and development implications, • Development centers outcome, • Individual development plans: *Template structure, The competency language.*
- Diversification of learning solutions: *On-the-job training methods, Off-the-job training methods, Education assistance.*

Course Objectives

By the end of the course, participants will be able to:

- Categorize organizational learning and development maturity models based on strategic directives.
- Design and select external training interventions based on defined criteria including cost benefit analysis.
- Develop conceptual designs for learning and development frameworks to facilitate a simple and effective nomination process by line managers and staff,
- Differentiate between static and dynamic process workflows and administering those in accordance with operational needs.
- Use a blended approach for the development and fulfillment of individual development plans for talents and successors.

Programme Details:

Code: HRT-15016

Programme Duration: 3 Days

Who Should Attend:

Learning and development specialists, team leaders and managers as well as HR business partners. The program also targets those who are directly involved in shaping the strategy of their learning and development units and designing associated tools and process workflows.

Managing and Coordinating Training

Course Overview

Successful training events require a collaborative effort between training coordinators, trainers, participants and department managers. This course outlines all the training concepts and topics required to plan, organize, administer and implement such successful training events.

Course Methodology:

Participants in this course will apply theoretical concepts in a practical and hands-on methodology. To achieve this, participants will be asked to develop material that can be used back on the job to support their training tasks and function.

Course Content:

The training and development process

- Defining terms: *Training, Development, Human resource development*
- Benefits of training and development, • Training as an investment
- Main reasons training programs fail, • ISD model of training and development: *Needs analysis, Training design and delivery, Training evaluation*

Coordinating training activities

- Preparing a training tasks timeline, • Training announcement templates
- The training site, • Seating arrangement, • Opening training courses: *Training logistics checklist, Welcome message.* • Monitoring course progress
- Closing training courses: *Feedback forms, Post training action plans, Certificates*
Closing speech and reminders.

To buy or to design

- Off-the-shelf, customized or in-house development, • Advantages of buying a training program, • Advantages of designing a training program, • Criteria to consider, • The purchase-or-design decision, • Next steps following a decision: *An effective RFP, Assessing and selecting training vendors*

Transfer of training

- Defining transfer of training, • Barriers to the transfer of training, • Transfer of training process, • Whose responsibility is it, • Transfer of training activities: *Before training courses, During training courses, After training courses*

Training trends and best practices

- Computer-based training, • PIB eLearning, • PIB Learning Management Systems (LMS), • Experiential learning, • Blended approach, • Training best practices

Course Objectives

By the end of the course, participants will be able to:

- List the benefits of training and development and reasons causing programs to fail.
- Identify the main phases of the ISD model of training and development.
- List and complete necessary tasks in coordinating training activities.
- Evaluate training providers and prepare a training Request for Proposal (RFP).
- Create a work environment that will facilitate transfer of training.
- List and apply training best practices within organizations.

Programme Details:

Code: HRT-15017

Programme Duration: 3 Day

Who Should Attend:

Training and development administrators, officers and business partners involved in coordinating training activities within the organization.

Managing Performance: Setting KPIs, Tracking Progress and Providing Feedback

Course Overview

This course addresses the three cornerstones of excellent performance namely, the right set of Key Performance Indicators (KPIs), the proper means of tracking progress and the most effective methodologies for intervention and feedback. By learning how to skilfully handle each of these tasks, team leaders, supervisors or managers will be able to directly and positively influence performance in their units, sections, or departments.

In this course, participants will learn how to set the right KPIs and align them to the organizational strategy. They will also learn how, and how often, these KPIs should be reported. In this regard, participants will be exposed to a variety of dashboards and scorecards which are considered best practices. The course will then explain to participants how performance feedback should be provided so that recipients are motivated to bridge the performance gaps they have.

Course Methodology:

The course uses a number of workshops to demonstrate how effective KPIs are formulated. The workshops are team based and use a customized approach that provokes the thought process for KPI development and monitoring. In addition, the course relies on the use of behaviour modelling and role plays to demonstrate how and when effective feedback should be provided.

Course Content:

The annual strategy cycle and its major phases and components

- Various types of analyses, • Vision and mission, • Critical Success Factors (CSFs), • Using CSFs to translate strategy to operations

Performance criteria

- Analyzing CSFs in order to extract the three main performance criteria Key Results Areas (KRAs), Core competencies, Core values, • How KRAs are cascaded to the business level, • Using KRAs to extract KPIs, • Types of KPIs, • Behavioural indicators and their link to core competencies
- Goals, Objectives and Targets (GOTs): the main differences, • Using GOTs to develop measures and KPIs, • Why SMART objectives are not SMART!

Performance tracking and reporting

- The use of balanced and unbalanced scorecards, • The use of dashboards and snapshot reporting, • Compound versus concrete KPIs: The use of indexes to summarize KPI, reporting, • Performance gaps: the difference between a gap and a drop in performance,
- Performance gaps: determining the need for coaching

Providing feedback for improved performance

- Feedback: how different is it from opinions, evaluations and appraisals: Feedback versus appraisals, assessments and evaluations,
- The cornerstones of effective feedback: • Types of feedback Motivational feedback and its benefits: • Formative feedback and how it should be delivered, • Transforming negative feedback to positive feed forward, • The skills for effectively providing feedback: Active listening, questioning and feed forward, • Coaching and counselling How counselling can act as a double edged sword

Course Objectives

By the end of the course, participants will be able to:

- Explain the components of a comprehensive strategy and the role of each
- List the main criteria for measuring performance and use them to plan and manage the performance of others
- Design reporting mechanisms which are critical for measuring progress and use them to track performance and determine critical deviations
- Provide effective feedback as a means of dealing with individual performance gaps and as a tool for effectively addressing all unfavourable changes in performance
- Determine when to coach and when to counsel and then do so based on a thorough understanding of performance gaps and their root causes.

Programme Details:

Code: HRT-15018

Programme Duration: 4 Days

Who Should Attend:

All managers and senior professionals who are involved in influencing, formulating or supporting the performance of others, as well as those who are responsible for linking, measuring and improving the performance of the organization, including strategy or performance management professionals, balanced scorecard course managers, business unit and department managers and business analysts.

Performance Management: Setting Objectives and Conducting Appraisals

Course Overview

Since there is a positive correlation between the performance of individual employees and the overall performance of the organization, it is an organizational imperative for supervisors and managers to improve employee performance.

The role of frontline managers is key to any performance management system which includes, but is not limited to, properly setting objectives and conducting appraisals. This course takes an in-depth view at setting the right measures to manage employees. These measures are primarily objective in nature. This course also describes how to conduct effective performance appraisal meetings and emphasizes the importance of coaching as a means of improving performance.

Course Methodology:

The course combines theoretical and practical methods for delivering content. Participants are expected to role play performance appraisal meetings and coaching sessions.

Course Content:

Performance management – introduction and definitions

- Definition of performance management, • Objectives of performance management, • Impact of poor performance on an organization, • Key terms and uses, • The annual performance cycle: an overview, • Responsibilities in performance management, • Shared management model, • Mistakes in performance management

Establishing effective objectives

- Cascading the vision, mission and strategies, • The impact of critical success factors on performance, • The 3 types of performance criteria, • Key result areas - definition and examples, • Key performance indicators: Definition and characteristics, Units of measure, • Difference between goals and objectives, • Turning goals into objectives the SMART way, • Measuring the semi tangible factors and competencies: Behavioural indicators, Proficiency level, • Corporate values - their importance

The importance of coaching

- Defining coaching, • Coaching responsibilities, • Benefits of good coaching
- The focus and purpose of coaching, • Important coaching skills
- Five steps of coaching for optimal performance
- Role play: facilitating a coaching session

Conducting effective performance appraisals

- Planning performance appraisals, • Conducting effective appraisal meetings: Beginning the meeting, Discussing the evaluation: an in-depth view, Closing the meeting, • Roles of managers and employees, • Common appraisal errors

Following up after the performance appraisal meeting

- Percentage of time spent on performance management
- Acknowledging good performance, • Ways of recognizing employees
- Techniques for performance diagnosis
- Categories of performance problems and possible causes
- System factors versus individual factors, • Performance improvement planning

Course Objectives

By the end of the course, participants will be able to:

- Define performance management, its objectives and various responsibilities
- List the main phases in a performance management cycle and how to manage each for optimum results
- Develop tangible and intangible measures of performance
- Create business based objectives, including SMART targets, measures and Key Performance Indicators (KPIs)
- Define coaching and list the 5 steps for conducting optimal coaching sessions
- Conduct effective performance appraisal meetings
- Identify ways of rewarding and recognizing employees

Programme Details:

Code: HRT-15019

Programme Duration: 3 Day

Who Should Attend:

Team leaders, managers, business partners and line managers who are held accountable for the performance of the organization and its employees.

Train the Trainer: An Intensive Workshop

Course Overview

Trainers are the center piece to a memorable and successful training session. This course aims at providing trainers with the knowledge and skills required to design and deliver their training sessions. A trainer's journey on this course begins with an understanding of how adults learn, various learning styles, skills of trainers, various learning methods, activities and exercises, designing of training courses and ends with the delivery of training.

Course Methodology:

The course follows a hands-on approach. Participants will be asked to design and develop a mini training session. In addition, participants will be asked to deliver their session which will be video-taped for playback and personal development purposes.

Course Content:

Adult learning and learning styles

- **Assumptions and principles of adult learning:** Adult learning assumptions
Characteristics of the adult learner
What we know about adult learning
- **Learning styles and their importance**
- **Audience analysis**

Characteristics of successful trainers

- **Roles of a trainer, • What makes a good trainer?:** Your image, Asking the right questions, Building rapport with participants, Your listening skills
- **Facilitation skills:** Dos and don'ts of successful trainers, Common facilitation techniques, Your role as a facilitator
- **Types of trainers**

Designing training courses

- **Characteristics of an effective training course**
- **Importance of instructional learning objectives (ILOs)**
- **Main elements of course design:** The ROPES model, A 5 step model for creating terrific training sessions,
- **Preparing an outline for a training session**
- **Developing your opening**
- **Tips for a memorable ending.**

Training methods, activities and exercises

- **From brainstorming to case studies**
- **Advantages and disadvantages of different methods**
- **Guidelines for choosing a training method**
- **Types of interactive activities**
- **General guidelines on developing activities**
- **The element of creativity**
- **Examples of icebreakers, energizers and review activities**
- **Blueprint for a training session**

Presenting and delivering effective training

- **Tools available to trainers**
- **Training facility set-up,**
- **Control of body language**
- **Ways to get attention and maintain interest: The main tabascos**
- **Coping with problem participants**
- **Delivery and critique of training sessions**

Course Objectives

By the end of the course, participants will be able to:

- List various adult learning principles and their implications on the delivery of training
- Identify and develop skills required in successful trainers
- Examine training methods and determine the most appropriate for their training workshops
- Write specific instructional learning objectives (ILOs)
- Apply training models in the design and delivery of training courses
- Develop blueprints for training sessions
- Plan and deliver a training session relevant to their areas of expertise

Programme Details:

Code: HRT-15020

Programme Duration: 3 Days

Who Should Attend:

Officers, specialists, team leaders, business partners, line managers and trainers involved in classroom and on-the-job training.

Train the Trainer: From Design to Delivery

Course Overview

Trainers are the centerpiece of a memorable and successful training session. This course aims at providing trainers with the knowledge and skills required to design and deliver their training sessions. A trainer's journey on this course begins with an understanding of how adults learn and covers various learning styles, skills of trainers, various learning methods, activities and exercises, the designing of training programs and ends with the delivery of training.

Course Methodology:

The course uses a practical and hands-on approach. Participants will be asked to design and develop a mini training session and deliver it while being video-taped for playback and personal development purposes.

Course Content:

Adult learning and learning styles

- **Assumptions and principles of adult learning:** Adult learning assumptions
Characteristics of the adult learner, What we know about adult learning
Adults' motivation to learn, • **Learning styles and their importance,**
- **Audience analysis, • Research findings about learning,**
- **Implications for the trainer and the learner**

Characteristics of successful trainers

- **Roles of a trainer,**
- **Characteristics of a good trainer:** Your image, Asking the right questions
Building rapport with participants, Your listening skills
- **Facilitation skills:** Dos and don'ts of successful trainers,
Common facilitation techniques, Your role as a facilitator
- **The assertive or the aggressive trainer**
- **Types of trainers**

Training methods, activities and exercises

- **From brainstorming to case studies**
- **Advantages and disadvantages of different methods**
- **Guidelines for choosing a training method, • Types of interactive activities**
- **General guidelines on developing activities, • The element of creativity**
- **Examples of icebreakers, energizers and review activities**

Designing training programs

- **Characteristics of an effective training program, • Importance of ILOs**
- **Main elements of program design:** The ROPES model
A 5 step model for creating terrific training sessions
- **Preparing an outline for a training session, • Skeleton of a key point**
- **Developing your opening, • Tips for a memorable ending**
- **Blueprint for a training session**

Presenting and delivering effective training

- **Tools available to trainers**
- **Training facility set-up**
- **Control of body language**
- **Ways to get attention and maintain interest: the main Tabascos**
- **Coping with problem participants**
- **Delivery and critique of training sessions**

Course Objectives

By the end of the course, participants will be able to:

- List various adult learning principles and their implications on the delivery of training
- Identify and develop skills required in successful trainers
- Examine training methods and determine the most appropriate one for their training workshops
- Write specific Instructional Learning Objectives (ILOs)
- Apply training models in the design and delivery of training programs
- Develop blueprints for training sessions
- Plan and deliver a training session relevant to their areas of expertise

Programme Details:

Code: HRT-15021

Programme Duration: 3 Day

Who Should Attend:

Officers, specialists, team leaders, business partners, line managers and trainers involved in classroom and on-the-job training.



Interpersonal Skills and Self Management





Advanced Communication Skills

Course Overview

Whether you communicate under pressure, manage challenges in interpersonal relationships, or look to build lasting rapport, your communication style and competence are the cornerstones for improving your chances of achieving your objectives.

The aim of this course is to assist you in becoming a more effective communicator by identifying people's thinking patterns and preferred learning methods, and by tailoring your communication accordingly. Getting a better understanding of how you communicate with others as well as how others communicate with you will improve business and personal relationships. Moreover, this course will help you fine-tune the way you interact with others, which can be the key to your workplace and overall success.

Course Methodology:

The workshop is designed to be interactive and participatory. It includes various pedagogical tools to enable participants to function effectively and efficiently in a multilateral environment.

Course Content:

Defining effective communication

- Communication: definition and characteristics, • Myths about communication, • Communication functions, • The four laws of communication, • Evolution of communication, • Communicating for results
- Understanding elements of communication, • The element of noise
- Mehrabian's 55-38-7 rule, • Overcoming communication anxiety and other obstacles, • Communication etiquette

The art of listening

- Common listening issues, • Guidelines for effective listening
- Effective listening and paraphrasing techniques
- Understanding different listening styles: active versus passive styles
- Improving the information recall rate, • Assessing personal listening profiles

Internal listening filters

- Understanding the filter system, • Sensory input channels
- Internal filter systems: the 6 layers, • The 6 listening meta programs
- Overcoming the 6 filters when communicating
- Avoiding the loss of information

Mastering body language

- The art of body language, • Components of non verbal communication
- The power of appearance, • Communicating through colors
- Evaluating your body language skills
- Eliciting thinking patterns through eye movement
- Building rapport using body language

Advanced assertiveness skills

- Understanding assertiveness: definition and values
- Components of passive, assertive and aggressive styles
- Purposes of the policies and procedures manual
- Documenting and communicating financial policies
- Staff involvement and responsibilities

Course Objectives

By the end of the course, participants will be able to:

- Use advanced communication tools and skills to deliver various types of messages
- Identify the different personal listening styles and discover their own
- Apply meta programs to improve understanding of people
- Describe and harness the power of body language
- Practice and use assertiveness skills in different situations
- Demonstrate the use of the secrets of influence for effective communication

Programme Details:

Code: ISSD-14000

Programme Duration: 5 Days

Who Should Attend:

This course is targeted at employees, supervisors, middle managers and senior managers seeking to take their communication skills to the next level by developing advanced communication techniques and strategies.

Advanced Negotiation Skills

Course Overview

Negotiators tend to concede too much, and focus on price and not enough on exchanging services other than price. The course focuses on these problems and the practical skills and techniques necessary to achieve win/win agreements. Participants will learn to identify, select, and execute various tactics and to respond to adversarial tactics.

It is an engaging workshop that equips negotiators and sales professionals to find and prove the value of their offering and resolve difficult negotiating challenges in a collaborative manner. The course will also provide you with a set of tools to handle the most demanding negotiation like a master. By working on a carefully chosen array of cases you will learn how to enhance your analytical skills and build your intuition, both of which are prerequisites for successful negotiations.

Course Methodology:

The course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants, role plays (rehearsed and impromptu), self-assessment questionnaires, relevant videos, and multiple simulation games.

Course Content:

What Negotiation Is Really All About

- The many faces of a negotiation, • Some negotiation philosophies
- The urge for being a good negotiator, • Persuasion versus negotiation
- Self-assessment: The "Negotiating Style Profile"

Setting the Stage: Pre-negotiation Preparation

- Understanding your own personal strengths and weaknesses
- Developing your emotional intelligence, • Characteristics of a good negotiator
- The five stages of the negotiation process, • Barriers to effective negotiation
- Exercise: How to negotiate effectively (work template)

Mastering commercial negotiation

- Selling versus negotiating, • The 7 milestones of the sales process
- Identifying the different buyers' roles, • The "Buyer's Decision Process"
- Strategies for the phases of the buyer's decision process
- The SPIN questioning strategy, • Influencing the customer's choice
- Influencing decision criteria, • The concept of "hard" and "soft" differentiators
- Exercise: preparing your negotiation plan, • Simulation game: the "war room"

Negotiation Tools for Success

- Creativity and problem solving techniques: The importance of creativity in negotiation, Creativity tools, Creativity: self-assessment instrument
- Decision making techniques, • Communication skills: Active listening skills, The outcomes of asking questions The art of asking questions
- Workshop: Breaking the negotiation impasse using creativity

Concession Management, Tactics and counter-measures

- Different levels of negotiation rules, • Preparing "The Envelope of Negotiation"
- Mastering the "Rule of Halves", • Setting a concession-making timeline
- Sorting negotiable issues and creating alternatives
- The most common negotiating mistakes, • Advanced negotiation tactics
- Simulation game: one-to-one negotiation using a grade point average

Course Objectives

By the end of the course, participants will be able to:

- Assess their own negotiating strengths and weaknesses and those of the other side to optimize negotiation outcomes.
- Identify areas of weakness in understanding to prepare a good negotiation plan.
- Master the process of sales negotiation to achieve long-lasting and mutually profitable agreements on timely-basis.
- Use a variety of skills necessary to conduct successful negotiations
- Apply the concessions management process with minimum loss while preserving good relationship with the counter party.

Programme Details:

Code: ISSD-14001

Programme Duration: 5 Day

Who Should Attend:

Marketing and sales professionals, corporate executives, advertising managers, business development managers, sales personnel, purchasers, and others who are involved in commercial and negotiation activities at all levels of the organization.

Communication and Relationship Management Skills

Course Overview

Superior communication skills and relationship management are integral parts of any successful company or institution. Such foundational competencies are critical for healthy and prosperous organizations. In this training course, we look at both ingredients from a practical approach to building long-term, influential networks. From organizing, analyzing and communicating one's thoughts to building successful and purposeful relationships, this course offers a solid foundation to engage with others the right way. Participants will get the opportunity to discover many associated talents, and practice them before they head back to their workplace. They will also learn how great relationship builders enhance the flow of information within an organization, win people's support, and attain desired goals and results.

Course Methodology:

This course relies on active participation as a core activity relying on different business scenarios and case studies to impart critical knowledge and skills about successful communication and relationship management. The course also uses a mix of interactive techniques, such as brief presentations by the participants, different role-plays, practical team and individual exercises, and self-evaluations.

Course Content:

Relationships and the trust factor

- Introduction to human relations: *The good, the bad and the ugly*
- The need for relationships and networks: *Thinking beyond oneself*
The challenges of modern day habits
- Why trust matters?: *Positive relationships versus forced relationships*
The Johari Window
- What influences relationships and networks?

Relationships and Communication

- The three elements of communication
- The importance of preparing and organizing one's thoughts and ideas
- Why assertiveness matter – the pros and cons
- The Botari Box, • Building rapport in the workplace, • The likeability factor

Relating to the hearts and minds

- Knowing your stakeholders, • Managing your stakeholders expectations
- 'Selling' your ideas, • Creating a persuasive message that evokes the right emotions, • Reframing your message to accommodate your stakeholders' needs, wants and style
- Communicating with difficult people, • Communicating difficult topics

Building and influencing relationships

- Power and influencing, • Dale Carnegie and self-awareness
- What's in it for Us (WIIFU) versus What's in it for Me (WIIFM)
- Identifying opportunities to build strong and healthy working relationships
- The role of context in building successful relationship, • Seeking feedback and different perspectives, • Investing in a relationship, • Moving from the transactional to the transformational,
- Working through difficult relationships, • Divesting from a relationship

Successful networking

- Reasons for building your network, • The benefits of building your network
- Things to remember with networking, • Simple tips to remember when building your networking, • Effective business and professional networking
- Broadening your network

Personal Action Plan

Course Objectives

By the end of the course, participants will be able to:

- Understand the role of trust in building successful relationships
- Identify, analyze and engage stakeholders – the power / interest matrix
- Recognize the role of context when communicating and building relations with others
- Identify and pursue relationship opportunities that bring value and achieve results
- Develop, manage and nurture relationships – moving from transactional to transformational
- Expand and broaden the network of influence and success

Programme Details:

Code: ISSD-14002

Programme Duration: 3 Days

Who Should Attend:

Leaders, managers, supervisors and all those keen on improving their networking and influencing skills. This course is essential for those who appreciate working with people rather than on people, and see the great benefits that result from building powerful trusting relationships.

Creative Problem Solving and Decision Making

Course Overview

We are continuously confronted with problems that require us to take decisions. Most decisions are reached without requiring any complex decision making process: We're hungry? We decide to eat. Some problems are more complex, like deciding how to prioritize our work, or understanding why a process failed and deciding what to do about it; these require a rational approach to problem solving. Often, things get even more complicated, or our decisions could have an important impact on our lives, careers or the lives of those around us; that is where we must have the ability to think critically and make sure there is no flaw in our logic. At other times the problem is so unusual that it defies rational and critical thinking; these are the times where creative problem solving becomes an invaluable tool.

In this course we will cover all these important thinking approaches. After understanding the thinking mechanisms, we will provide you with methods and tools that you will practice during the sessions and that can help you at work or in life, and from the most mundane situations to the most difficult or unusual ones.

Course Methodology:

The course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants, role plays (rehearsed and impromptu), Video clips with detailed debriefs, and individual and group feedback.

Course Content:

Problem solving and decision making

- Definition of 'problem', • Definition of 'problem solving',
- Definition of 'decision making', • Creative problem solving and decision making
- The helicopter view, • Problem diagnosis, • Defining the opportunity or problem
- The link between causes and symptoms, • Problem deviation
- The right decisions at the right time

The rational approach to problem solving (Kepner & Tregoe)

- Defining the problem, • Writing a problem statement
- Techniques for recognizing problems, • Six important questions to clear out
- The rational approach, • Kepner & Tregoe

Problem analysis supplementary tools

- Root cause analysis, • Creative problem solving and decision making
- The five-why process, • The cause and effect diagram
- The fishbone diagram, • Pareto analysis

Decision making supplementary tools

- Effective decision making, • Why-Why and how-how analysis
- The how-how method, • Choice making, • The decision analysis worksheet
- The Kepner & Tregoe method for analyzing alternatives, • Use of the matrix
- Effective decision making, • The decision making matrix, • Definition of 'consensus'

Creativity and problem solving

- The need for thinking skills, • Mental structures of college students
- Stages in problem solving and decision making, • The human brain
- Understanding the two hemispheres of the brain, • Critical thinking
- Lateral thinking, • Mental blocks to creative thinking, • Brainstorming
- The six thinking hats

Course Objectives

By the end of the course, participants will be able to:

- Build and expand decision making, critical thinking and creative problem solving skills.
- Apply logical and creative approaches to solving problems and making decisions.
- Use traditional and creative tools for identifying causes and generating solutions.
- Employ creativity and lateral thinking as business tools.
- Analyze and solve actual problems facing them at work.
- Demonstrate and build credibility with upper management.
- Develop strategic approaches to problem solving and decision making.

Programme Details:

Code: ISSD-14003

Programme Duration: 3 Day

Who Should Attend:

Managers, supervisors and administrators who will benefit from better problem solving and decision making skills, and business professionals who want to take their critical thinking to the next level by using both their experience and intuition to make the right moves and decisions

Creative Thinking and Innovation Techniques

Course Overview

Creativity is recognized as a key success driver for organizations and individuals. While some consider creativity an innate talent that one may or may not have, the modern prevalent thinking is that it is a skill which, given the right nurturing environment, can be developed and harnessed by anyone in any organization.

In this course we examine the conditions necessary to build such an environment. Through the use of examples from the worlds of business, art and science and with the practical application of tools such as brainstorming, mind mapping and others, we give participants the instruments they need to transform their life, their environment and their workplace.

Course Methodology:

This course uses a mix of interactive techniques which, in addition to brief presentations by the consultant, include self awareness tests, exercises using newly learned creative techniques, games, lateral thinking exercises and puzzles, case studies, and video clips with extensive debriefs.

Course Content:

Definition of creativity

- Introduction: creativity and civilization, • Defining invention, innovation and creativity, • Intelligence versus creativity, • Some theories of creativity
- Creative people in action, • Understanding the 2 hemispheres of the brain
- Right and left, • Lateral thinking, • Lateral thinking in action
- Applications of lateral thinking

Creativity as a business tool

- The creative thinker, • Constraints in the workplace, • The creative manager
- Three parts of creativity: Motivation, Domain expertise, Creative ability
- Innovation and organizational culture, • The creative attitude
- The creative methods, • Ways of overcoming barriers,
- Tips for the workplace: Developing a culture of creativity, Exploring problem areas, Generating ideas, Evaluating ideas
- Critical thinking: Critical thinking skills versus creative thinking, Ancient Greece

Exploring the idea generation process

- The Brainstorming Technique, • The six thinking hats
- De Bono's four thinking styles

Creative thinking strategies

- Creativity tools, • Scamper technique, • Synectics technique
- Picture associations and biotechniques, • Mind mapping, • TRIZ
- Decision making, • Anatomy of a problem, • Barriers to decision making
- Steps in creative problem solving

The power of opposite thinking

- Creative rule of thumb: the interplay of opposites, • Asking 'what if'
- Using opposite thinking

Course Objectives

By the end of the course, participants will be able to:

- Assess their potential for creativity and innovation.
- Apply creative thinking skills and methods in work related or personal situations.
- Practice thinking in non-conventional ways by thinking out of the box, using mind mapping, picture associations and other methods.
- Employ a variety of creative thinking strategies in the workplace.
- Create a pleasant work environment conducive to creativity for self and others.

Emotional Intelligence Workshop

Course Overview

The overall aim of this course is to provide participants with the competencies required to improve their Emotional Intelligence (EI). Participants on this interactive course will explore the importance of EI as well as its positive impact at the professional and social levels with an aim to increase the effectiveness of their relationships at work and in life. Participants will also learn how to utilize EI skills around the Mayer, Salovey, Caruso Emotional Intelligence Test (MSCEIT) model by helping them devise a Personal Development Plan (PDP) to improve in all the required EI competencies.

Course Methodology:

This course relies on the use of psychometrics to help participants identify their emotional intelligence abilities. The course also features the use of interactive exercises and activities in order to allow participants to develop strategies that will help them improve their competencies in emotional intelligence.

Course Content:

Emotions and reasoning at work: the six principles

- Rule of reason or rule of emotion, • Principle one: emotions are data
- Principle two: emotions should not be ignored
- Principle three: emotions should not be hidden, • Principle four: decisions and emotions, • Principle five: emotions follow logical patterns
- Principle six: emotional universals and specifics, • Case studies and applications

Emotional Intelligence: the ability model

- The full cycle of the ability model and its implications
- The Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT): Perceiving emotions, Using emotions, Understanding emotions, Managing emotions
- Determining your EI score, • Understanding and interpreting your EI score results
- Providing feedback on EI score results, • Implications of EI results at the professional and personal levels, • Tips and recommendations

Understanding your emotional skills

- Reading people: identifying emotions, • The mood meter and its implications in understanding EI, • Plutchik's wheel of emotions, • Getting in the mood: using emotions, • Predicting the emotional future: understanding emotions
- Doing it with feeling: managing emotions, • Measuring emotional skills

Developing your emotional skills

- Reading people correctly: improving your ability to identify emotions
- Getting in the right mood: improving your ability to use emotions
- Emotional storytelling, • Predicting the emotional future accurately: improving your ability to understand emotions, • Doing it with smart feelings: improving your ability to manage emotions, • Managing anger at work, • Managing anger in life

Applying your emotional skills

- Managing yourself: applying your emotional intelligence skills
- Managing others: applying emotional intelligence skills with others
- Emotional role play, • Building the emotionally intelligent person
- Working around the emotional blueprint
- Building the emotionally intelligent person with the emotional blueprint
- Real life examples and case studies

Course Objectives

By the end of the course, participants will be able to:

- Discover the impact of emotions on human behaviour.
- Use the six principles of emotional intelligence in order to enhance relationships with others.
- Interpret EI scores and their implications in order to improve interactions with other people.
- Identify their EI strengths and weaknesses using the MSCEIT model.
- Devise a PDP aimed at developing and improving emotional intelligence.
- Apply EI skills in order to maximize personal influence at the professional and social levels.

Programme Details:

Code: ISSD-14004

Programme Duration: 3 Days

Who Should Attend:

Supervisors, managers, team and project leaders, and all individuals who need to adopt a more creative approach in life or at work, whether to solve problems, come up with new initiatives, initiate and introduce changes, or deal with personal or organizational issues in non-conventional ways. The course will also benefit anyone interested in recognizing and developing their own or a group's creative potential

Programme Details:

Code: ISSD-14005

Programme Duration: 3 Day

Who Should Attend:

Managers, business professionals and individuals who have decided to learn and develop their emotional intelligence competencies to enhance as well as manage their relationships at work and in life.

Happiness: Sustaining a Motivating Work Culture

Course Overview

The ultimate aim of any person is to be happy. In this course, we will discuss how to be happier specifically at your work place which in turn will increase your motivation, productivity, and job satisfaction. This course also develops the necessary skills for employees to improve their self-confidence and self-esteem which are very important for career success.

Course Methodology:

This course uses several self-evaluation questionnaires aimed at helping participants discover themselves. The course also features the use of a number of case studies, practical team exercises, practical individual exercises, and roundtable discussions.

Course Content:

The science and art of happiness

- How happiness can be learned, • Internal sources of happiness
- External sources of happiness, • Positive thinking,
- The ten negative styles of behaving, • How negativism can harm your health
- Secrets of happy employees

Shifting to a happy attitude at work

- The 7 steps approach to changing attitudes: *Deciding to change today*
Shifting your focus, Being curious, Developing an attitude of gratitude
Deciding not to be perfect, Believing in yourself, Taking action
- Improving self confidence
- Improving self esteem

Increasing work productivity with happiness

- The right physical environment and work atmosphere
- The appreciation system
- Happy work protocols for different occasions
- Motivating management styles
- Happy employee/manager relationship
- The reward system
- The carrot and stick approach does not increase work happiness

Benefits of a happy work culture

- Happy employees are more productive and motivated
- Happy employees fix work problems rather than complain about them
- Happy employees have more energy and optimism
- Happy employees are better decision makers
- Happy employees are more loyal to their company
- Happy employees learn faster
- Happy employees have more courage/initiative to do new tasks

Course Objectives

By the end of the course, participants will be able to:

- Understand the art and science of being happy
- Increase happiness at the work place
- Improve productivity and motivation on the job
- Solidify a happy relation between employees and managers.
- Create a relaxing, yet motivating, work culture and atmosphere.

High Performance Teams

Course Overview

Even the best laid plans and strategies can fail if the team driving the plan is not well developed. Developing high performing teams takes time, effort and a deep understanding of the dynamics of effective teams. This course helps team members and team leaders understand how to create and be part of a cohesive unit aligned to achieving results.

Course Methodology:

This course relies on the use of psychometrics aimed at helping participants learn their preferred styles in leading and communicating with others. The course also features the use of a number of case studies, practical exercises and presentations by participants, followed by group discussions.

Course Content:

Teamwork definitions and personal styles

- Myths about teamwork, • 21st century teamwork definitions
- The concept of synergy, • Characteristics of high performing teams
- Overview of the DISC behavioural tool
- The 4 behavioural personality styles in the DISC model
- Personal development profile, • Team personal styles

High performance team building process

- Five steps of the team building process, • Defining goals, • Agreeing on strategies
- Defining team roles, • Motivating team members, • Assessing team performance
- The Belbin type indicator, • Belbin's 9 team roles

Team dynamics

- Team development stages, • Forming stage, • Storming stage, • Norming stage
- Performing stage, • Adjourning stage, • Team problem solving
- Factors shaping team performance, • Phases of team problem solving
- Team decision making, • Building consensus, • Consensus requirements

Identifying effective team communication and behaviour

- Communication channels, • Communication methods, • Building rapport
- Managing conflict, • Applying conflict management styles

Team leadership concepts

- Leadership definition, • Leadership versus management, • Styles of leadership
- The implication of attitudes and personality, • Ten ways to empower followers
- Situational leadership, • Levels of development, • Different styles of motivation

Course Objectives

By the end of the course, participants will be able to:

- Distinguish between groups and teams and list the major characteristics of effective teams
- Identify team strengths and blind spots after analyzing team members' personal styles and preferences
- Use individual differences of team members as a gate to higher team performance
- Make decisions by consensus through participation in a number of team building activities
- Identify effective team members' behaviours and communication patterns
- Lead a team successfully and help it reach its potential

Programme Details:

Code: ISSD-14006

Programme Duration: 3 Days

Who Should Attend:

All professional employees at all levels who want to understand how happiness can increase work productivity, job satisfaction, and motivation. Also, all individuals who need to improve their relations with others at both the personal and work level.

Programme Details:

Code: ISSD-14007

Programme Duration: 3 Day

Who Should Attend:

Managers, supervisors and staff whose job involves building teams as well as working in teams.

Managerial Decision Making and Problem Solving

Course Overview

Managers are constantly confronted with solving complex problems and making critical decisions. If not handled properly, these problems can have severe negative effects on operations and profitability. This course equips managers with the right tools and techniques to ensure they will find proper and permanent solutions to problems and make optimum decisions. Participants will learn how to develop the right mindset for solving problems, and enable them to understand, analyze and appreciate the different types of problems, conduct in-depth root cause analysis and make the right decisions for permanent solutions. Participants will also discover that some problems cannot be solved using rational problem solving methods but need different, more creative approaches. In this course we will enhance the participants' idea generating proficiency and we will enable them to lead a creative team. Finally, and after a solution is formulated and a decision is made, participants will learn how to 'sell' their solutions to stakeholders and get the buy in. On this course, participants will also discover how to influence others and get support for what has been decided.

Course Methodology:

This highly practical and interactive course uses models, practical exercises, case studies, presentations and group discussions to develop managerial problem solving and decision making capabilities.

Participants in a group will be challenging other groups' findings and results and will be defending theirs. The use of participants' real work situations adds practicality and facilitates transfer of learning. Participants will safely practice learned techniques which will then be easily applicable at the workplace

Course Content:

Module 1: Structured problem solving

Module 2: Understanding and analyzing problems

Module 3: Root cause analysis

Module 4: Decision making

Module 5: Creativity and problem solving

Module 6: Problem solving and people

Course Objectives

By the end of the course, participants will be able to:

- Explain the structured model for systematically addressing problems and decisions
- Practice the use of key tools and techniques for analyzing and solving problems
- Conduct a comprehensive root cause analysis of any problem
- Demonstrate the use of several disciplines in decision making
- Identify various creative idea generating tools which can be practically applied at the workplace
- Apply influencing techniques to enable better decision making and implementation

Win-Win Negotiation Skills

Course Overview

Negotiation is part of our daily lives. Every day we negotiate with customers, suppliers, co-workers, business associates and family members. Negotiation is a method by which people settle differences. It is, to put it simply, the process of trying to get what you want from another person. Too often, business negotiations are limited to a battle over price. While price is of course important, this single-mindedness limits the total value that the parties could benefit from in a partnership.

In this negotiation training course, you will gain insight into the habits of good negotiators as you build your own skills. Through a series of group exercises, you will be able to learn and practice proven negotiation tactics, refine your personal negotiating style, and improve your ability to negotiate successfully and effectively in any situation.

Course Methodology:

In this course, participants are exposed to a mixture of interactive and cooperative learning techniques such as lectures and presentations, interactive exercises, games, group activities and role plays.

Course Content:

Introduction to basic negotiation skills

- **Definition of 'negotiation'**, • **Common negotiation forms and features**
- **What can you negotiate and whom can you negotiate with**
- **Two types of negotiations: Integrative versus distributive.** • **Rational model for decision making.** • **Choosing the most appropriate negotiation strategy**

Negotiation and personality styles

- **Characteristics of an effective negotiator**
- **Negotiation style profile: Intuitive/Normative/Analytical/Factual (INAF), Dominance/Influence/Steadiness/Conscientiousness (DISC), Administration and determination of own style, Behavioral style summary**

Essentials of negotiation

- **The four phases of negotiation: Plan, debate, propose and close**
- **Negotiation checklist: dos and don'ts.** • **Elements of Best Alternative to a Negotiated Agreement (BATNA).** • **Choosing when to walk away (BATNA).** • **How to concede: dos and don'ts.** • **What is your preferred concession style**
- **Concession styles from around the world**

Negotiation planning, preparing, and power

- **Negotiation planning.** • **The main pillars of negotiation wisdom: Interest and options**
- **Alternatives and legitimacy, Communication, commitment and relationships**
- **Assessing the source of negotiating power: Definitions and sources of power**
- **Altering the balance of power: Overcoming your limitations, Defending and challenging a firm offer**

Negotiation strategies and tactics

- **Thirteen basic negotiation strategies and tactics:** • **Brief description of each tactic**
- **10 negotiation mistakes to avoid:** • **Dealing with difficult negotiators: What can you do about it?:** • **Trust building: Ranking and discussing the 10 trust building behaviours in negotiations.**

Preparing and conducting individual and team negotiations

- **Practical role plays**
- **Feedback, comments and discussions**

Course Objectives

By the end of the course, participants will be able to:

- Compare and contrast between the integrative and the distributive types of negotiations
- Evaluate and assess the soft, hard and principled styles in negotiation
- Identify and assess personality styles in negotiation
- Distinguish between the four phases of negotiation
- Examine and apply the different negotiating tactics
- Discover the best approach to resolving conflict and building trust
- Plan and conduct effective negotiations as part of a negotiating team

Programme Details:

Code: ISSD-14008

Programme Duration: 4 Days

Who Should Attend:

Team leaders, department managers and supervisors who are involved in leading and participating in solving their teams' problems, as well as making and implementing decisions.

Programme Details:

Code: ISSD-14009

Programme Duration: 4 Day

Who Should Attend:

This course is designed for executives, managers, professionals, salespeople, entrepreneurs, customer service representatives, and anyone who wishes to enhance their negotiation skills and make negotiations a more enjoyable, rewarding and effective part of their job.

Leading with Agility and Resilience

Course Overview

More than ever before, organizations need to reinvent themselves to meet the demands of evolving business environments and to capitalize on unprecedented market trends. This course is designed to provide participants with an insight into challenges organizations are facing today, and into how to embrace agility and resilience as key strategic competencies in this rapidly evolving ecosystem.

Course Methodology:

The course uses a mix of interactive techniques such as brief presentations by the participants, role plays (rehearsed and impromptu), playback of videotaped performances, individual and group feedback, individual exercises, and team exercises.

Course Content:

Understanding agility and resilience

- Defining organizational agility and resilience, • The new norms: pace, disruptions and turbulence, • Organizational comparison: agility and resiliency versus rigidity and fragility, • The importance of adaptive capacity: The Adaptive Capacity Framework, • The concept of resilience engineering

Agility and resilience: A leadership pre-requisite

- The Leadership self-assessment - Agility and Resiliency Profile TM
- Assessment analysis and action plan, • Critical competencies to lead in a disruptive business environment, • The implications of agility and resilience for leadership, • Anticipating disruptions before the damage occurs
- Organizational agility and resilience: a leadership decision

Preparing for an agile and resilient workplace

- A workplace assessment - An Organizational Profile TM: Assessment analysis and action plan, • The culture connection, • Skills associated with an agile and resilient work practice, • Understanding the difference between change management and agility, • Rethinking and redesigning the business

Essential strategies for developing agile and resilient organizations

- Establishing the leadership team, • Putting the right communication system in place: Establishing clarity, Reinforcing the message, The role of social networking, • Aligning people, processes and technology: Hiring practices
- Individual performance measures, Workplace policies, Skill development
- Supportive technologies, • Compensating resilience and agility
- The entrepreneurial mindset and its importance in the workplace

From strategy to implementation

- Employee engagement and team empowerment, • Promoting action and resourcefulness, • Developing resilient and agile managers, • The agility and resiliency scorecard, • Indications of successful agility and resiliency mastery: Establishing, performance measures, Internal indicators, External indicators, Reporting an agility and resilience.

Course Objectives

By the end of the course, participants will be able to:

- Recognize the importance of leading agile and resilient organizations during turbulent times.
- Assess leadership capabilities for agility and resilience.
- Lead and develop proactive mechanisms to withstand environmental disruptions.
- Create compelling strategies to lead and drive agility and resilience.
- Execute strategies to build and enhance agile and resilient organizations.

Managing Conflict: Power through Influence

Course Overview

If not managed properly, interpersonal issues and conflicts within a team can derail the best laid plans. In this training course you will learn how to resolve the most problematic situations using a variety of approaches and proven techniques. You will identify your preferred conflict resolution style and learn how to adapt it to tackle the situation you face. You will also learn about influencing skills and the bases of power, how to apply them and when. In this training course you will be equipped with the ability to diffuse conflicts and use them as a platform for positive change.

Course Methodology:

The course uses a mix of interactive techniques, such as brief presentations by the consultant and participants, role plays (rehearsed and impromptu), playback of videotaped performances and individual and group feedback.

Course Content:

Definitions of conflict

- Nature and scope of conflict management, • Misconceptions about conflict
- Sources of conflict, • Positive and negative factors of conflict
- When conflict comes between you and your desired results

Thomas Kilmann conflict resolution mode instrument

- Scoring and interpretation, • Ways of coping with conflict
- Assumptions and outcome of conflict
- Managing conflict and using an appropriate style for more effective outcomes
- Approaches to conflict resolution, • Giving and receiving feedback
- Assumptions in disagreement
- Creating a collaborative work environment for faster and better results

Influencing others in a problem solving context

- The use of emotional intelligence in conflict management
- Working effectively with team members
- Managing emotions, information and problems
- Tips for effective day to day conflict management
- Resolving conflict before it gets out of hand
- Managing conflict with superiors and subordinates
- Getting better results through negotiation
- Establishing or regaining credibility so you can begin to influence people
- Achieving trust down and across the organization

Importance of teamwork

- Managing conflict in teams, • Dealing with dysfunctional team roles
- Enhancing communication in a team, • Effective team problem solving
- Approaches to conflict and pattern of escalation

Influence inventory (power bases)

- Definitions of influence and the bases of power, • Changing the bases of power
- Persuading others by using your power bases, • Identifying ways to build relationships upward, downward and laterally within your organization
- Understanding the person you are trying to influence and persuading them through give and take, • Selling your ideas and implementing change successfully
- Influencing people while projecting self confidence without being pushy
- Strategies for developing charismatic qualities
- Leadership training for influence and power

The art of changing hearts, minds and actions

- Influence and the psychology of persuasion, • The power to change anything
- Action plan for developing your conflict resolution skills and influence from anywhere in the organization.

Course Objectives

By the end of the course, participants will be able to:

- Define and understand the different sources of conflict
- Identify personal conflict resolution styles
- Apply influencing skills and explore relationships with others
- Manage conflict in teams and engage in effective team problem solving
- Use the different bases of power and change them according to the situation
- Practice different strategies of winning the hearts and minds of people

Programme Details:

Code: ISSD-14010

Programme Duration: 4 Days

Who Should Attend:

Executives, directors, senior managers, division managers, team leaders and all professionals who want to be updated with the latest trends in management and leadership

Programme Details:

Code: ISSD-14011

Programme Duration: 3 Day

Who Should Attend:

Business professionals who want to expand their conflict resolution skills, understand their own emotions and behaviours, and find productive ways to manage conflict with influence, even when authority is lacking.

Managing Multiple Tasks, Priorities and Deadlines Bootcamp

Course Overview

Visions and goals are achieved when tasks are understood, priorities are established and deadlines are properly set. This course is designed to help participants develop the right capabilities to manage tasks, evaluate and establish the right priorities, and schedule activities based on clearly established deadlines. The course covers different methods and techniques to encourage task ownership while coordinating with other team members; it also covers how to influence those around us by properly setting expectations and seeing tasks through to successful completion.

Course Methodology:

The course uses self-assessments and a wide mix of business cases that promote healthy discussions around the importance of managing multiple tasks, deadlines and priorities. Participants will benefit from role plays covering workplace challenges related to handling tasks, deadlines and priorities. They will learn how to deal with conflicts that may arise as a result. Interactive team exercises are also used with each team presenting their findings and comments.

Course Content:

Introduction to tasks in a business environment

- Self and task management
- A contextual view of task management
- Task management and the business environment
- Organizational perspective on work accomplishment
- Impact of strategic management on task management
- How organization type influences task management

Task management and importance of planning

- Skills needed to lead and manage tasks
- Dealing with task constraints
- Goals, objectives and tasks
- Integrating scopes, work structures and plans in task assignments
- Managing tasks and stakeholders
- Task management and risk

Setting priorities and deadlines

- Task management and work
- Planning, scheduling and meeting deadlines
- Task management and the development of priorities
- Effective management of meetings, e-mails, and interruptions
- To Do Lists and managing priorities
- Time wasters, procrastination and immediate demands
- Stress and task management

Dealing with people while working on time-sensitive tasks

- Skills needed when assistance is needed
- The four rights of delegation
- Working effectively with others
- Interpersonal skills and task accomplishment
- Impact of interpersonal work styles on task accomplishment
- Being flexible and versatile
- Improving productivity at work

Task management and change

- Techniques to improve task outputs
- Communicating task assignments and associated changes
- Understanding employee behaviour when dealing with change
- Dealing with resistance to change
- Critical techniques in managing change
- Personal plans and self-management

Course Objectives

By the end of the course, participants will be able to:

- Establish a solid foundation for effective and efficient task and self-management
- Plan and manage work-related tasks and constraints
- Prioritize tasks and related activities and learn how to handle associated stress points
- Influence people and improve task outcomes through practical interpersonal skills
- Work professionally with task-related changes and associated behaviours

Programme Details:

Code: ISSD-14012

Programme Duration: 3 Days

Who Should Attend:

This course targets professionals, from all industries, who want to acquire essential skills to create and develop an effective and efficient workplace environment. It is designed for team leaders, supervisors, managers and section heads who are interested in improving their personal productivity or that of the people they manage or work with, whether on a project or within a department. The course also serves as a solid foundation for those who are keen on assuming a supervisory or managerial role as the next step in their career.

Managing Self and Leading Others

Course Overview

This course is designed for supervisors, managers, and individuals at any level within the organization, looking to sharpen their leadership capabilities, aspiring to learn more about themselves and interested in using their influencing skills to manage and lead others. The course takes the participants on a journey of self-discovery and self-reflection and teaches them strategies and skills that will make them shine and thrive in their jobs as well as in their personal lives.

Course Methodology:

This course relies primarily on self-assessment tools to diagnose, discover and explain the participants' ability to manage and lead others. Group presentations, discussions, role-plays and case analyses will also be used.

Course Content:

Self-awareness: a point of departure

- Assessing your self-awareness, • Why increase your self-awareness
- How to increase your self-awareness, • Self-awareness questionnaires: Emotional intelligence questionnaire, Interpersonal needs questionnaire (FIRO-B), Assertiveness questionnaire, The 'big five locator' questionnaire
- Cognitive style questionnaire, • Summarizing your self-awareness profile

Self-management: clarifying values, setting goals, and planning

- What is meant by self-management, • Self-management, personal and social skills
- Self-management skills and lifelong learning, • How well do you plan and set goals
- What are your values, • Personal goal setting, • Personal mission statements
- Strategies for effective goal setting

Self-Awareness and communication

- How is self-awareness being taught, • Why become self-aware
- What is self-awareness, • Self-monitoring versus self-awareness
- Myths about self-awareness, • Self-concept: who are you?
- Self-concept versus self-image, • The spiritual self
- How does the self-concept develop, • Self-concept: communicating with others
- Self-concept: association with groups

Persuading others with tact and diplomacy

- Definition of 'persuading', • Persuading strategies, • Persuasion tactics
- Improving your persuasive skills

Transforming others with influence and inspiration

- Transformational leadership defined, • Transformational leadership and charisma
- A model of transformational leadership, • Transformational leadership factors
- Transactional leadership factors, • Other transformational perspectives
- How does the transformational approach to leadership work

Course Objectives

By the end of the course, participants will be able to:

- Recognize strengths and blind spots in themselves and others
- Increase their self-awareness for better self-management
- Plan and set goals and directions based on values and aspirations
- Earn trust and build relationships
- Influence others from a position of authority, even without formal authority
- Lead for long-term results

Programme Details:

Code: ISSD-14013

Programme Duration: 3 Day

Who Should Attend:

This course is ideal for new or experienced supervisors and managers in any function within the organization, as well as for individuals who want to become better at understanding and managing themselves and lead others. The course is also perfect for those looking for a refresher course, new perspective or inspiration on the course subject.

The Essentials of Business Etiquette and Protocol

Course Overview

First impressions are often made within seven seconds of a meeting and are difficult, if not impossible, to change. Among other things, this course helps you leave a great first impression. It also addresses how to deal with others in a business setting taking into account differences in culture and region. Since business is often conducted over lunch or dinner, dining skills can also impact someone's opinion of you as a potential business partner. During the five days of this course you will also get tips on how to apply proper manners and business etiquette in many different settings. In addition, many diplomatic 'incidents' occur due to the personnel's lack of understanding of various protocol standards. Therefore, a portion of the course is dedicated to introducing the international rules of protocol that need to be implemented during formal occasions and visits.

Course Methodology:

The course is designed to be interactive and participatory, and includes various learning tools to enable the participants to operate effectively and efficiently in a multifunctional environment. The course is built on four learning pillars: concept learning (lectures and presentations), role playing (group exercises), experience sharing (roundtable discussions) and exposure to real world problems and policy choices confronting delegates.

Course Content:

Principles of business etiquette and protocol

- Definitions and concepts, • Guiding principle, • Importance of etiquette in business, • Importance of protocol in business, • The importance of manners
- Creating the right corporate image, • Six basic principles

Achieving communication success

- Communication levels and definitions, • The four principles of communication, • Elements of the communication process
- Communication delivery aspects, • Barriers to effective communication
- Overcoming communication barriers, • Communicating across cultures
- Managing perceptions and biases, • Communication key qualities
- Listening etiquette

Personal and professional conduct

- Universal expectations for behaviour, • Etiquette for formal occasions
- Handling difficult personalities, • Four choices for dealing with various behaviours, • International business etiquette, • Customs and cultures
- Best practices

Planning and hosting VIP occasions

- Preparation for official visits, • Protocol at events and summits
- Key qualities of the ideal host, • Seating strategies
- Risk and contingency planning, • Mistakes to avoid, • Meeting at airports

Proper communication etiquette

- Phone etiquette, • Meeting etiquette, • Email etiquette,
- Titles and forms of address, • Exchanging gifts

Variations in protocol and etiquette

- Administrative protocol, • Flags, anthems and logos
- Awkward situations and solutions, • Panoramic view of variations

Course Objectives

By the end of the course, participants will be able to:

- Explain how to behave correctly in both business and social situations
- Describe how to interact and communicate effectively with different types of guests
- Demonstrate appropriate personal and professional conduct
- Plan VIP visits and formal occasions while executing the role of the ideal host
- Apply proper communication etiquette
- Implement different variations in protocol and etiquette from different cultures, nations and regions

The Power of Positive Attitude

Course Overview

Positive attitude is infectious and leads to a 'can do' approach in individuals, teams and organizations. This course develops skills necessary for individuals to change their outlook on life and build their inner confidence at the flick of a mental switch. Participants in this interactive course will explore various techniques to get better control and have a more positive impact over their life at the professional and social levels.

Course Methodology:

The course relies on the use of several self evaluation exercises aimed at helping participants learn their preferred behavioral and communication styles. The course also features the use of a number of case studies, practical exercises and presentations by participants followed by group discussions.

Course Content:

The impact of attitude

- Attitude is everything, • The origins of happiness and attitudes
- The formation of happiness and attitudes, • Adding value to your organization
- The relationship between attitude and creativity, • Intelligence versus creativity

How to change your attitude

- Typical human reactions, • The science of how we react
- The 7 steps approach to changing attitudes: Deciding to change today
- Shifting your focus, Being curious, Developing an attitude of gratitude
- Deciding not to be perfect, Believing in yourself, Taking action
- The environment we live in

Factors affecting attitude

- Changing your thinking, • Characteristics of negative thinking
- Sources of positive energy, • Finding the right balance, • Positive psychology
- Escaping the average, • Predicting job success, • Productivity increases with happiness, • Small changes ripple outwards

Increasing personal effectiveness

- Knowing yourself, • Overview of the DISC behavioural tool
- The 4 behavioural traits in the DISC model, • Building rapport
- Educational representational systems, • Communicating effectively:
- Communication levels and definitions, Active versus passive listening, Empathy as a fundamental trait, Assertive behaviour, When to be assertive, Components of communication, behaviour, The value of feedback, Guidelines for constructive feedback.

Programming and modelling skills

- Improving self esteem, • The impact of negative thinking
- Characteristics of high self esteem people, • Using body language to influence others, • Resolving conflict, • The positive side of conflict

Course Objectives

By the end of the course, participants will be able to:

- Examine the impact of positive attitude on personal and professional environments
- List the steps needed for improving attitude and behaviour
- Apply positive psychology techniques to improve effectiveness on the job
- Identify preferred thinking patterns and filters
- Use modelling techniques to improve relationships with others

Programme Details:

Code: ISSD-14014

Programme Duration: 3 Days

Who Should Attend:

Personnel officers, public relations professionals, events organizers, personal assistants, employees in the hospitality business and all those whose position requires dealing and interacting with important persons in both government and private sectors.

Programme Details:

Code: ISSD-14015

Programme Duration: 3 Day

Who Should Attend:

Individuals who need to improve their positive outlook on life and enhance their relationships at both the personal and professional levels.

Time Management and Stress Control

Course Overview

The aim of this course is to help participants become more efficient and effective in managing their life. Participants on this interactive course will explore various time management skills and stress management techniques to get better control and have a more positive impact on their life at the professional and social levels.

Course Methodology:

This course relies on dynamic interactions between consultant and participants along with the use of various diagnostic tools, practical exercises, and group activities.

Course Content:

Time management challenges and assessment

- **Definition of time management**, • **Time management challenges**
- **Modern time management**, • **Major time wasters**: Self-imposed time wasters, System-imposed wasters, • **Time management assessment**

Time Mastery Profile components

- **Adopting the right attitude**, • **Setting smart goals**, • **Setting top priorities**
- **Conducting a rigorous analysis**, • **Preparing a successful plan**
- **Preparing a detailed schedule**, • **Avoiding continuous interruptions**
- **Planning efficient meetings**, • **Handling written communications**
- **Mastering the delegation process**, • **Avoiding the harm of procrastination**
- **Improving the use of team time**

Global guides on personal effectiveness

- **Practices of Successful people**: The Practices explained
- The circle of concern and circle of influence exercise*
- **Mindset: the new psychology of success**: Learning to fulfill our potential
- The mindset exercise*
- **The one thing**: The one thing rules: first set, The one thing rules: second set
- **The 10 natural laws of successful time and life management**
- Part 1: managing your time, Part 2: managing your life*
- **Getting things done**: Getting things done: simplified
- Getting things done: the cycle*

Stress symptoms and causes

- **Definition of stress**, • **Myths about stress**, • **Stress symptoms**
- **Categories of stress symptoms**, • **Causes of stress**, • **Your personal stress test**
- **Your current coping strategies**

Stress management techniques

- **Ways to deal with stress**, • **Emergency stress stoppers**
- **Other factors that reduce stress**: Exercise and diet, Support network, attitude and outlook, Emotional control and sleep

Course Objectives

By the end of the course, participants will be able to:

- Identify time management challenges and assess their efficiency in managing their time
- Explain the Time Mastery Profile® components and their use in better managing their time
- Apply global personal effectiveness guides in order to improve their chances of success at work and in life
- Analyze stress symptoms and their causes in order to identify their negative impact on mind and body
- Implement stress management techniques in order to alleviate stress and lead a healthier and better life

Work-Life Balance: Maximizing Productivity and Quality of Life

Course Overview

Many professionals consider that work-life balance is impossible to achieve. This course will not prove them wrong. However, it will demonstrate how achieving such a balance is a journey filled with a combination of discipline, determination and commitment. By providing the participants with tips on productivity enhancement, stress management and emotional intelligence, the course helps participants boost their productivity while working within a stressful environment. The course will also demonstrate how sleep, food and exercise are pivotal in helping professionals become more successful in their careers and more effective in their personal lives.

Course Methodology:

The course relies on a number of lecturettes and presentations which summarize global research on this important topic. The course also uses a basket of questionnaires and self assessments to help participants improve their self awareness and self management and provides tips and checklists designed to lead participants towards a more successful career.

Course Content:

Productivity in the workplace

- **Personal peaks**: lessons from the Japanese, • **Planning**: from yearly to daily planners
- **Why starting with a yearly plan is critical for being proactive**
- **The importance of discipline, routine and to-do-lists**
- **Minimizing surprises as a means of exercising more control over our daily lives**
- **Creating a contagiously productive environment**

Adrenalin intelligence

- **Introduction to adrenalin and Emotional Intelligence (EI)**
- **The theory behind EI and the medical facts**
- **The reasons why the teachings in many books on EI are difficult to apply**
- **Adrenalin**: how it can be a blessing and a curse
- **The adrenalin buzz and adrenalin addiction**
- **The short and long term effects of adrenalin imbalance**
- **The stress continuum and how stress can be good for our health**
- **Harnessing the power of adrenalin**

The business diet

- **Food for high emotional intelligence**, • **Oxidization and ways to combat its dangers**
- **Food habits that will sap your energy**, • **Food items that you should avoid no matter what**, • **What to eat on a working day**, • **Detox**: myths and tips

Sleep and its Impact on productivity

- **Myths about sleep**, • **The three main clocks which control our daily functions**
- **The Supra Chiasmatic Nucleus (SCN)**, • **The master clock**
- **The circadian rhythm and its effect on our productivity**
- **Eliminating the effects of jet lags and fatigue**
- **Tips and techniques for improving quality of sleep**

Memory enhancement

- **The reasons behind dementia**, • **The levels of dementia and the symptoms of each**
- **Diets that will enhance and boost memory**
- **Tips and techniques for staying sharp and focussed regardless of age**

The exercise and productivity relationship

- **Myths about exercise**, • **The advancement of technology and the use of fitness trackers and smart bands**, • **What doctors don't tell you**, • **Bad habits that are good for you**, • **Your heart in numbers**, • **The key performance indicators of a healthy heart**, • **Exercise**: facts and figures, • **How you can exercise without exercising**

Course Objectives

By the end of the course, participants will be able to:

- Enhance productivity at work and outside work by understanding the various contributors and inhibitors of a productive lifestyle
- Manage daily stress by learning how to control work induced adrenalin and its effects on productivity
- Improve effectiveness at the workplace by consuming food that will help maintain energy throughout a working day
- Achieve better quality sleep on weekdays and weekends by listing the main causes behind poor quality sleep and ways to combat them
- Make better decisions and enhance retention of important information while minimizing dependence on various memory aids
- Monitor daily activity levels with more accuracy and use the information obtained to lead a more active lifestyle

Programme Details:

Code: ISSD-14016

Programme Duration: 3 Days

Who Should Attend:

This course is designed for all managers, supervisors and employees who wish to improve their management of time and reduce stress levels in order to enhance their performance at work and in life in general.

Programme Details:

Code: ISSD-14017

Programme Duration: 3 Day

Who Should Attend:

This course is ideal for anyone who works in environments which are mentally and physically demanding, where the pace of work is relentless and the job and life demands are ever increasing. The course is also suitable for people who wish to improve their work-life balance by adopting healthier work habits and lifestyles.



IT Management





Advanced Digital Marketing

Course Overview

The Advanced Digital Marketing course discusses and demonstrates advanced concepts and techniques in digital marketing for participants with some previous experience in the digital marketing.

Participants will utilize a variety of case studies and exercises to develop the essential skills needed to create and implement advanced digital and social media strategies. Topics covered include conversion tracking on social media, Conversion Rate Optimization (CRO), advanced search engine optimization (SEO) techniques, utilizing AdRoll, and influencer and affiliate marketing.

Course Methodology:

The course is interactive and is comprised of lectures, case studies, technical process learning and supplemental discussions related to various industries and the challenges of implementation.

Course Content:

The pillars of Conversion Rate Optimization (CRO)

- Strategic thinking for advanced digital marketers, • Introduction to CRO
- From reach to conversion: Key metrics on the path to conversion
- The fundamentals of A/B testing, • A/B testing case studies
- A/B testing software / tools, • Live website critique: overview of 5 websites and how to optimize them for conversions

Conversion tracking on Google Analytics and AdWords

- Google Analytics refresher, • How goals work in Google Analytics
- Setting up goals in Google Analytics using URL triggers, • Setting up goals in Google Analytics using code, • Linking AdWords to Google Analytics
- Setting up conversion tracking on Google AdWords
- Analyzing AdWords campaigns in Google Analytics

Advanced Search Engine Marketing (SEM)

- Advanced keywords optimizations, • How to make the most out of the keyword planner, • Using the opportunities tab, • Using ad extensions
- Setting up dynamic search ads, • Using advanced ad targeting criteria
- Using advanced bid optimizations

Advanced social media advertising techniques

- How to use custom audiences on Facebook and Instagram
- How to create a lookalike audience on Facebook and Instagram
- Using pixels to track conversions, • Generating advanced and custom reports on the Ad Manager, • How to setup native landing pages on Facebook and generate leads, • Advanced video marketing techniques on Facebook and Instagram, • Advertising natively on Instagram

Advanced display and retargeting techniques

- Introduction to programmatic advertising, • Introduction to remarketing (Retargeting), • Advanced features in Google Display, • Introduction to AdRoll
- How to setup an advanced retargeting campaign • How to setup an advanced prospecting campaign, • Reading and analyzing AdRoll reports

Advanced Search Engine Optimization (SEO) techniques

- Setting up and using the Google Search Console, • Key SEO tags that make or break your organic rankings, • Useful SEO diagnostic tools, • How to conduct a keyword research, • Conducting on-page SEO, • Conducting off-page SEO, • Content marketing for SEO purposes

Influencers and affiliate marketing

- General definitions, The benefits of influencers marketing, • Techniques for successful influencers marketing, • Key influencers marketing campaigns that worked, • Introduction to affiliate marketing, • The benefits of affiliate marketing, • The dos and don'ts of affiliate marketing
- Key affiliate marketing campaigns that worked

Course Objectives

By the end of the course, participants will be able to:

- Utilize advanced advertising techniques on popular social media platforms
- Setup conversion tracking on social media and Google AdWords
- Use advanced advertising features in Google Paid Search
- Recognize and use advanced SEO techniques to rank on top positions
- Understand CRO to improve conversions
- Employ powerful display retargeting techniques using AdRoll
- Understand and utilize the power of influencers' marketing and affiliate marketing

Programme Details:

Code: ITM-17000

Programme Duration: 5 Days

Who Should Attend:

This course is designed for digital, sales, marketing and media professionals; as well as webmasters, web developers, key managers and any business persons with previous experience in digital and social media marketing who are seeking to take their digital skills to the next level.

Certificate in Big Data and Data Analytics

Course Overview

Across all lines of business, sharp and timely data insights are needed to keep an organization competitive in this digital era. Big data is a change agent that challenges the ways in which organizational leaders have traditionally made decisions. Used effectively, it provides accurate business models and forecasts to support better decision-making across all facets of an organization. This course provides participants with the data literacy they need to remain efficient, effective, and ahead of the curve. Participants will learn why, where and how to generate business value by deploying analytical methodologies. They will gain the knowledge and skills they need to assemble and manage a large-scale big data analytics project. Lastly, participants will get a conceptual introduction to the sophisticated predictive algorithms that are used in data science.

Course Methodology:

Participants will be led through a series of hands-on exercises and workshops, where they will have the chance to apply and test the methods and practical approaches that they are learning throughout the course. Students will work to identify areas of their organization that can be improved through big data-driven implementations, and the types of improvements that can be made through these analytical measures. As part of this course, participants will produce an actionable big data plan that can be used as a blueprint for enterprise-wide big data deployments.

Course Content:

The big data landscape overview

- What is Big Data?: Big data vs. its predecessors, How big data relates to data analytics and data science, The big data paradigm, • Big data professional roles
- Overview of ways big data projects benefit businesses and industries
- The Hadoop ecosystem and architecture: Overview of Hadoop, MapReduce YARN & Spark, • Other technologies in the big data paradigm: Overview of MPP, In-memory appliances, Apache Spark (redo), NoSQL, Apache Lucene, Hive / Pig, HBASE, Cassandra, Kafka, Sqoop, Oozie, RDBMSs

Big data project planning

- Conceptualizing how a big data project can meet organizational needs: Considering relevant use cases: Netflix, LinkedIn, Experian, Shell Oil, Facebook, Google for Education, ETL off-loading, Enterprise search, Orbitz, Dell SecureWorks
- Best practices in metrics selection
- Assessing the current state of your organization: Assembling data teams
- Finalizing your implementation plan, • Implementing a data-driven solution

Analytical methods for problem-solving

- Data-Driven Approach to Drive Improvements Across Business Workshop: Pinpointing the problem, Assessing the problem, Analyzing alternative solutions Implementing your solution
- Getting to know data science and analytics roles and objectives
- Introduction to data analytics, • Basic math and statistics for data science
- Statistical algorithms in data science, • Making value of location data with Geographic Information System (GIS), • Free analytics applications

Basic data science mechanics

- The benefits of object-oriented programming: Programming Python
- Structured Query Language (SQL) in analytics and data science
- Data presentation workshop

Introduction to machine learning

- Getting to know machine learning, • Classification algorithms
- Regression algorithms, • Clustering algorithms, • Linear algebra algorithms
- Mathematical methods: MCDM, • Recommendation systems
- The ethics of artificial intelligence

Course Objectives

By the end of the course, participants will be able to:

- Weigh-in on the benefits, functionality, and ecosystem that are related to big data
- Manage a big data initiative within their organization
- Identify how big data technologies and analytical methods can generate value for their organization.
- Assemble well-rounded big data analytics teams by identifying the essential data professional roles and responsibilities
- Deploy a simple and systematic analytical approach for generating business value

Programme Details:

Code: ITM-17001

Programme Duration: 5 Day

Who Should Attend:

This course is designed for high-level technical professionals who want to use enterprise data to achieve better, more efficient business results and/or to make improved decisions through predictive analytics. This includes experienced data professionals, such as database administrators, system administrators, business analysts or business intelligence specialists, as well as less technically-inclined management and administrative professionals.

Certificate in Data Science

Course Overview

Organizations today are overwhelmed with data; Data that, if treated properly, can render a tremendous competitive advantage in terms of reducing waste and increasing revenues. Data science is the science of generating valuable insights and predictions from data. Python is the most popular programming language for doing data science. This 5-day live certification course gives participants a solid foundation for doing data science in Python, so that they can earn an advantage and return to their organizations and apply data science to generate insights from business data.

Course Methodology:

Participants will be led through a series of lectures and hands-on exercises. Following each set, they will work through and practice writing Python code to perform data science tasks. Participants will come away from this course with data science coding experience, unique print-outs, and practical demonstrations and exercises that they can take to their organizations and apply for customized analyses. As part of this course, participants will complete an end-to-end data science project.

Course Content:

Basics in data munging

- Working with filters and data selections, • Resolving problems caused by missing values, • De-duplicating datasets, • Making data concatenations and transformations, • Aggregating your data by group

Basics in data visualization

- Generating line, bar, and pie charts, • Generating plot elements
- Formatting a plot, • Labelling and annotating a plot, • Plotting time series
- Generating statistical plots

Basics in math and statistics

- Doing basic arithmetic, • Using statistical methods to summarize your data
- Generating summaries for categorical variables, • Quantifying correlation between variables, • Transforming distributions

Reducing dataset dimensionality

- Getting to know machine learning, • Factor analysis in Python
- Reducing dimensionality with PCA

Discovering and removing outliers

- Applying extreme value analysis, • Applying multivariate analysis
- Applying the linear projection method

Identifying and analyzing segments within data

- Clustering with K-means, • Clustering with hierarchical methods
- Classifying with instance-based methods

Basics in network analysis

- Generating and editing graph objects, • Plotting graph objects
- Applying directed network analysis in social media simulations
- Generating quantitative descriptions of graphs

Basics in algorithmic learning

- Regressing linearly, • Regressing with logits, • Classifying with Naïve Bayes

Making interactive, collaborative data Visualizations

- Generating basic charts with Plotly, • Generating statistical charts with Plotly
- Generating maps with Plotly

Scraping the web with Beautiful Soup

- Getting to know objects, • Parsing data, • Scraping the web

Course Objectives

By the end of the course, participants will be able to:

- Clean, reshape, reformat, and describe data
- Generate data visualizations for desktop viewing and for interactive web-based display
- Spot and remove outliers
- Generate predictions using machine learning methods
- "Scrape" the internet to generate data sources
- Visualize and analyze spatial and network data

Programme Details:

Code: ITM-17002

Programme Duration: 5 Days

Who Should Attend:

This course is designed for working professionals who want to use business data to make improved decisions through predictive analytics. This includes, but is not limited to, technical professionals such as database administrators, system administrators, business analysts, business intelligence specialists, GIS specialists, and web developers. Recommended pre-knowledge includes experience analyzing data in Excel, as well as a basic understanding of correlation, probability, and statistics.

Certificate in IT Disaster Recovery Planning

Course Overview

This course provides participants with concrete solutions, strategies and insights into the delivery of an effective IT infrastructure and disaster recovery plan with the goal of establishing resilience measures to protect their organizations' IT.

Using tested processes and procedures, participants will analyze the risks and impact to IT operations that threats might cause. A framework for building operational resilience will be provided to deliver an effective response for safeguarding the organizations technology interests and value-creating activities.

This practical course provides participants with a framework that considers ISO 27031, ISO 20000, ITIL and ISO 22301, aligned with the Business Continuity Institute (BCI) Good Practice Guidelines (GPG) 2013 and NCEMA 7000-2012.

Course Methodology:

This course will be highly interactive and include group discussions, videos, case studies and syndicate work.

Risk Evaluation, BIA and High Level IT DR Plan Templates will be applied during the course and given for use after the course. Supporting information, such as Steering Committee Terms of Reference (ToR's), Change Management, DR Test Strategy and testing processes and procedures will also be made available.

It includes specific templates for carrying-out a Business Impact Analysis (BIA) as well as completion of an IT DR Plan (DRP) that participants will be able to take away for use in their own organizations.

Course Content:

IT infrastructure

- The issue of resilience
- ISO 27031 Relationship with Information Security Management System (ISMS)
- Data center and IT infrastructure
- Operational sustainability: Data center site infrastructure tier standard, Elements of operational sustainability, • Infrastructure strategy and policy: The strategy – how and depth, The policy requirements, Site and building protection Network and information systems protection.

Risk evaluation and Business Impact Analysis (BIA)

- Site and building risk assessment, • PESTEL analysis (Political, Economic, Sociological, Technological, Legal, Environmental), • Types of BIA: strategic, tactical and operational, • Implementation methods for technology BIA

Managing recovery plans

- Processes and procedures for supply chain management using a 3PQ (Third Party Questionnaire) approach, aligned with BSI PAS 7000
- On and off-site data and information storage, including emergency response arrangements
- Change management processes and procedures for day-to-day requirements
- Risk control measures for critical supporting equipment and systems

Understanding IT disaster recovery (DR) and reviewing the main activities

- DR lifecycle, including resources and training, • IT DR as part of the ISMS
- Scope of IT elements and requirements

IT disaster recovery plans

- Building technology recovery plans: Plan ownership and structure, and roles and responsibilities of IT DR Team, Data and information sources, and internal and external dependencies, Best practice considerations using ISO 27301, as well as ISO 20000 and ITIL, Managing and recovering end-user computing and communications technology and infrastructure, Recovery options
- Developing, implementing and testing: Ownership and plan structure Roles and responsibilities of BC Champion and Team Leaders Command, Coordination, Communications and Intelligence (C3i) Role of the command center and essentials, Equipment and supporting information Producing Situation Reports (SITREPS), Types of testing/exercising
- Major incident response: Defining an "incident" and the escalation process Establishing Command, Coordination and Communications (3C) Clarifying the role of the Network Operations Centre (NOC) Emergency response and plan invocation Consideration of the supporting information, equipment and systems required Production of Situation Reports (SITREPS), activity logging and tools
- Post incident review: Learning from incidents, The value of post-incident review Post-incident process

Audit and maintenance

- What is the function of an IT audit?, • Steering Committee and Terms of Reference (ToR's), • Overriding management review and continuous improvement
- Incorporating DR into the organization lifecycle processes and establishing virtual teams, • DR documentation and working with internal and external audit functions

Course Objectives

By the end of the course, participants will be able to:

- Consider policies, objectives, targets, processes and procedures that are relevant to managing risk and improving IT Readiness for Business Continuity (IRBC)
- Apply best practice to build IT infrastructure and operational sustainability, including security of the environment
- Describe the processes and procedures to carry out a risk evaluation and identify risks, threats, hazards, vulnerabilities and weaknesses that could affect your organization
- Review the key components of asset, human, change and supply chain management that are specific to IT
- Discuss the components of a successful IT Disaster Recovery (DR) Program, including data management and the key components that are necessary to carry out a technology Business Impact Analysis (BIA)
- Estimate the Maximum Tolerable Period of Disruption (MTPD), to then identify the relationship with Recovery Time Objective (RTO) and Recovery Point Objective (RPO)
- Produce a High Level IT Disaster Recovery

Cyber Security Specialist

Course Overview

This course will provide participants with in-depth knowledge and practical skills to plan, deliver and monitor IT/cyber security to internal and external clients encompassing a complete, conjoined set of disciplines in the areas of IT policies, Security-Operational-Run-Book, security/penetration testing, ethical hacking and black hat hacking.

It will also cover WiFi security, Website security, human factors, cyber forensics, cyber security team management, Secure Operations Center (SOC) and Computer Security Incident Response Team (CSIRT) infrastructures.

As part of the course, participants will conduct a risk assessment of two different deployments based on the ISO27001 to identify any direct, or indirect threats, security exposures, or potentials for vulnerabilities. Participants will also respond to an example security incident and identify the best practices which could be applied to secure their own organization, and associated assets. All participants will be given copies of Run Books to deal with cyber extortions, Distributed Denial of Service (DDoS/DoS) and forensic investigations.

Course Methodology:

The course will include practical sessions, videos as well as live examples [e.g. Virus] and demonstrations of white and black hat hacking tools. All participants will also be provided with the latest research papers and articles.

As part of the course, participants will conduct a risk assessment of two different deployments based on the ISO27001 to identify any direct, or indirect threats, security exposures, or potentials for vulnerabilities. Participants will also respond to an example security incident and identify the best practices which could be applied to secure their own organization, and associated assets.

Course Content:

Adapting to evolving standards

- **Information security standards** (e.g. PCI-DSS/ISO27001)
- **Documented tools:** ISO/IEC 27001, PAS 555, Control Objectives for Information and Related Technology (COBIT), • **Future standards:** ISO/IEC 2018, EU privacy regulations, Local and international government stipulations implicating access to private data

Principles of IT security

- **Enterprise security:** External defences, Web filtering, Intruder Prevention Systems (IPS), Intruder Detection Systems (IDS), Firewalls,
- **Secure code,** • **Software Development Lifecycles (SDL)**
- **Potential insecurities within developed applications**
- **WiFi security protocols and attributes,** • **Voice over IP (VoIP) security**
- **Governance Risk and Compliance (GRC)**
- **Security Incident Event Management (SIEM) applications**
- **Cloud security,** • **Third party security and compliance**

Adopting cyber security measures

- **Employee perception on security through Neuro Linguistic Programing (NLP)**
- **Security education and awareness: techniques, systems, and methodologies**
- **Penetration testing,** • **Ethical hacking**
- **Options to mitigate viruses, malware, active code threats and Active Persistent Threats (APT),** • **The Computer Incident Response Team (CSIRT) frameworks, tools and capabilities,** • **Incident first response: proven methodologies, tools, and systems**
- **The science of applying robust digital forensics: applicable law, capabilities, and methodologies,** • **Supervisory Controls and Data Acquisition (SCADA); security requirements, processes and methodologies**
- **Abuse images: complying with local and international law**

Building cyber security teams

- **Creation and management of a Secure Operations Center (SOC)**
- **Development of the Corporate Security Organization Framework**
- **Formulation and deployment of a Computer Security Incident Response Team (CSIRT)**
- **Bespoke Security Incident and Event System (SIEM) for the operational deployment**
- **Risks associated with I/O Security (e.g. USBs, CDs, other forms of media)**
- **Risks of Active Code Injection, and mitigation techniques**

Advanced cyber risks and tools

- **Cyber crime and the darknet/darkweb: the world of the hackers/hacktivists**
- **The underground of cyber criminality**
- **Social engineering as a tool to test operational resilience**
- **Open Source Intelligence (OSINT)**
- **Cyber threat intelligence**
- **Open source and commercial security tools**
- **The operational use of encryption**
- **Virtual private networks**

Programme Details:

Code: ITM-17003

Programme Duration: 5 Days

Who Should Attend:

IT managers and professionals, including Disaster Recovery (DR) managers or anyone responsible for, or involved with, Disaster Recovery Plans (DRP), Business Continuity Plans (BCP) and/or technology and IT auditing.

Cloud Management and Security: Principles and Best Practice

Course Objectives

By the end of the course, participants will be able to:

- Apply information security standards to their organization and its critical assets
- Identify the threats presented by viruses, malware, active code, and Active Persistent Threats (APT) and consider the different mitigating options
- Formulate and manage effective cyber security teams, and apply the Computer Security Incident Response Team (CSIRT) framework, tools and capabilities to deliver cost effective and robust solutions to protect the organization
- Use Neuro Linguistic Programing (NLP) to deliver messages that will change the way employees work and think about security
- Examine the area of wireless security protocols, their security attributes, and their potential insecurities within the organization, and in public spaces
- Illustrate how penetration testing and ethical hacking enhance organizational security
- Evaluate and apply two of the most important aspects in the modern day of cyber-adversity: Open Source Intelligence (OSINT) and cyber threat intelligence.

Course Overview

Cloud computing is a new concept using old technologies. It has quickly become a vital tool in organizations across all industries as an Internet-scale computing infrastructure. Nevertheless, despite Cloud computing's increasing relevance and popularity, there is a lack of understanding of the security risks associated with Clouds and optimal approaches for migration into Clouds. This course covers these from a practical angle; specifically, it covers Cloud computing architecture, management services, and security challenges. It also discusses Cloud migration planning and the main requirements to move current Cloud untrusted infrastructure to a trustworthy Internet-scale Cloud critical computing infrastructure.

Course Methodology:

This course is highly interactive and includes group discussions, case studies and syndicate work. It also includes practical exercises that allow all participants to use the knowledge they gained to demonstrate their skills in cloud management and security.

Course Content:

Cloud overview

- Cloud definition, misconceptions and evolution
- Cloud services and deployment types, • Challenges

Cloud management

- Cloud structure and its properties, • Virtual and application layer management services, • Cloud dynamic nature and its challenges, • Application development and integration within clouds, • Security best practices for automating cloud infrastructure management, • Clarifying the concepts using industrial platforms

Establishing trust in clouds

- Defining cloud trustworthiness, • Its properties, • Assessing cloud trustworthiness
- Establishing trust in: Private, Hybrid, Community, Public cloud deployment types
- Establishing trust in: IaaS (Infrastructure as a Service), PaaS (Platform as a Service) SaaS (Software as a Service)
- Clarifying the concepts using openstack management platform

Identity and access management

- Authentication, • Authorization, • Access management, • Federated access management, • Insiders vs attackers, • Insiders analysis and management
- Related industrial tools: Cloud insider treatments, Cloud strong authentication

Provenance in clouds

- Definition and attributes, • Challenges faced, • Security risks mitigation using provenance, • Case studies for using provenance: Forensic investigation, Trustworthy operational management, Proactive and predictive management, Bill assurance, • Related industrial tools

Course Objectives

By the end of the course, participants will be able to:

- Understand cloud strengths and misconceptions, and discuss its benefits and weaknesses
- Explain cloud structure, properties and management services
- Set a cloud adoption strategy
- Discuss the main requirements to move current cloud untrusted infrastructure to a trustworthy internet-scale cloud critical computing infrastructure
- Analyze the major risks associated with the different cloud services and deployment models
- Discuss the main principles, mechanisms and best practices for treating cloud risks
- Demonstrate the discussed concepts using practical case studies, business models and industrial tools

Programme Details:

Code: ITM-17004

Programme Duration: 5 Days

Who Should Attend:

IT professionals, security professionals, auditors, site administrators, general management and anyone tasked with managing and protecting the integrity of the network infrastructure. This also includes anyone already familiar and involved with IT/cyber/digital security and seeking to build on their fundamental principles of security.

Programme Details:

Code: ITM-17005

Programme Duration: 5 Day

Who Should Attend:

IT and infrastructure leaders, decision makers (CxO), risk analysts, strategic planners, architects, administrators, software and business developers, and project managers

Digital Forensics and Cyber Investigations

Course Overview

The requirement for operational Incident Response, and Digital Forensic disciplines and procedures, has been forced to evolve in the last decade – driven by the increase of unprecedented cyber breaches, and associated cyber-crimes. Data breaches and intrusions have also evolved to more complex engagements, presenting the need for a robust in-house Digital Forensics/First Responder capability.

This course enables participants to engage with, and to investigate, both internal and external digital crimes and infractions. Applying robust processes and procedures which encompass the Digital Forensic acquisition of images, from media and artifacts to computers and mobile technologies. Aligned with tough proven processes to secure evidential materials, participants have the opportunity to apply best practices to assure associated evidential integrity and value is maintained intact. From a background of “in-the-field” law enforcement, associated with the key concepts of legal practices, this course will provide hands-on pragmatic experiences, underpinned by the academic and legal structures which form the basis of Forensic Science.

This course will provide participants with the skills they require to respond to a digital investigation with the assurance of completing it correctly.

Course Methodology:

The course includes practical sessions, videos as well as live demonstrations and live coding. A hands-on use of all tools is encouraged throughout the course as all participants engage in the real-time investigation of a test case.

Course Content:

Digital forensics – background and legal practices

- Introduction to the science of forensics, • Terms and definitions
- Chain of digital crime, • The background of digital crime
- Case histories of real-life cases, • Digital forensics - law, • Digital forensics - legislation, • Standards of digital forensics, • Fundamentals of digital forensics
- The risks faced by organizations

The digital forensics response framework

- The first responder digital forensics toolkit, • Scene of digital crime management, • The Secure Operations Centre (SOC), • The CSIRT (Computer Security Incident Response Team), • Roles and responsibilities
- Implementing a framework, • Case management

Collecting and processing digital evidence

- Domain Name System (DNS), • Extended security infrastructures
- Investigating mobile technologies, • Acquisition of digital evidence and artifacts, • Handling of digital evidence and artifacts, • Processing of digital evidence and artifacts, • Case management protocols, • Wireless protocols
- Supporting technologies, • Reporting practices

Investigations of internal and external digital crimes

- OSINT (Open Source Intelligence), • Its place in the digital forensic investigation, • Defining internal crimes, • Defining external crimes
- Child exploitation and investigations, • Malicious applications, • Ransomware, • Anti-forensics capabilities, • Digital forensics and terrorism

Course Objectives

By the end of the course, participants will be able to:

- Apply a Digital Forensics methodology in an operational environment
- Set a strategy for a Digital Forensics response framework
- Conduct investigations into social media, malware, viruses, and ransomware
- Manage a Digital Scene-of-Crime and its Digital evidence and artifacts
- Investigate mobile technologies, and other media which may hold evidential materials and artifacts
- Apply the techniques to extract images from systems artifact.

Programme Details:

Code: ITM-17006

Programme Duration: 5 Days

Who Should Attend:

This course is designed for IT professionals, Fraud Investigators, Auditors, CSIRT and SOC Analysts, working in companies that are targets for cyber and digital attacks. It is also highly beneficial for police and military personnel, probation officers and other security personnel who deal with cyber investigations.

Ethical Hacking

Course Overview

This course meets the standards of highly skilled security professionals by providing a comprehensive set of ethical hacking and network security skills, tools and methodologies.

Participants will begin by understanding how perimeter defences work and will be guided into scanning and attacking their own networks (no real network is harmed). They will then learn how intruders escalate privileges and what steps can be taken to secure their organization's system.

Participants will also gain in-depth knowledge on intrusion detection, policy creation, social engineering, Distributed Denial-of-Service (DDoS) attacks, buffer overflows and virus creation.

This course will prepare all participants wishing to take the EC-Council ANSI accredited Certified Ethical Hacker exam 312-50.

Course Methodology:

Participants will be provided laptops and immersed into an interactive environment where they will be shown how to scan, test, hack and secure their own systems. This lab intensive environment gives each participant the opportunity to gain in-depth knowledge and practical experience with the current essential security systems.

Each participant will have access to their own workstation and will be given exercises to practice penetration testing and create simple malware-type samples. They will also work in teams to create scenarios for the use of social engineering.

Course Content:

Introduction to Ethical Hacking

- Short History of hacking, • Current developments, • Evolution and growth
- What is an “Ethical” Hacker, • Types of hackers, • Hacking methodologies
- Key issues plaguing the information security world, • Penetration testing
- System fundamentals, • Incident management processes

Identifying the systems at risk

- Wireless networking, • Mobile platform security guidelines, • Mobile platform security tools, • Web servers, • Web applications, • Footprinting tools, • Footprinting reconnaissance, • Scanning networks, • Enumeration of services

System hacking techniques and countermeasures

- Types of Trojans, • Working of viruses, • Computer worms, • Covert channels
- Sniffers, • Social engineering, • Denial of Service (DoS), • Cryptography
- Public Key Infrastructure (PKI), • Cryptanalysis tools

Hacking your own system

- Gaining access to a system, • Session hijacking, • Wireless hacking tools
- Hacking mobile platforms, • Structured Query Language (SQL) injection
- Evading an Intrusion Detection System (IDS), • Firewalls, • Honeypots

Penetration testing

- Types of penetration testing, • Vulnerability assessment,
- Penetration testing roadmap

Course Objectives

By the end of the course, participants will be able to:

- Describe how perimeter defences function by ethically scanning and attacking networks
- Conduct information systems security audits by understanding the latest security threats, advanced attack vectors, hacking techniques, methodologies and security measures
- Identify intruders, understand how they escalate privileges, and take the necessary steps to secure a system
- Conduct vulnerability assessments, risk assessments, penetration testing, and system protection measures
- Create policies and apply countermeasures against social engineering, Distributed Denial-of-Service (DDoS) attacks, buffer overflows, and virus creation
- Apply countermeasures to secure mobile infrastructure against the attacks to mobile platforms and tablet computers

Programme Details:

Code: ITM-17007

Programme Duration: 5 Day

Who Should Attend:

IT professionals, security professionals, auditors, site administrators, general management and anyone tasked with managing and protecting the integrity of the network infrastructure. This also includes anyone already familiar and involved with IT/Cyber/Digital Security and seeking to build on their fundamental principles of security.

IT Auditing and IT Fraud Detection

Course Overview

In today's world, IT fraud prevention and investigation have become an everyday part of corporate life and auditors must gain expertise in this area.

This course is intended to sharpen the skills of internal auditors in assisting in the prevention, detection, deterrence and reporting of IT fraud. It covers a wide range of topics such as the abilities of the IT fraud auditor, computer fraud and control, predication, the type and nature of common IT frauds, and the auditors' legal skills.

Course Methodology:

This course uses a mixture of presentations, discussions, case studies, videos, role-plays and interactive exercises to transform participants' knowledge into hands-on practice.

Course Content:

Defining fraud

- Defining fraud, • Identifying who commits fraud, • Fraud auditing
- Fraud awareness, • Computer fraud

Computer fraud and control

- Definition of computer fraud, • Fraud opportunities, • Nature of computer fraud, • Opportunities in advanced technology, • Internet fraud
- Stopping the hackers, • What is predication and how does it work

Abilities of the IT fraud auditor

- Goals and objectives of the IT fraud auditor, • What makes a good IT auditor
- Finding the right auditor, • Progression of the fraud examination
- The auditor's toolkit

Types and nature of common frauds

- Types of fraud: Misappropriation of goods, Misappropriation of cash
- Falsification of books, • Methods of detection, • Computer fraud
- Controlling computer fraud

The auditor in court

- Evidence, • Relevance of evidence, • Exclusion of the evidence
- The chain of custody

Investigating by computer

- Document collection and analysis, • Interviewing skills, • Documenting evidence, • Testifying as a witness

Course Objectives

By the end of the course, participants will be able to:

- Define the various types of fraud related to computers and IT
- Identify the types of antifraud controls and rate their effectiveness
- Predict the opportunities for fraud presented by advanced technology
- Employ the most effective methods of detection for different types of IT fraud
- Explain the advantages and disadvantages of audit software in IT fraud investigation

Programme Details:

Code: ITM-17008

Programme Duration: 5 Days

Who Should Attend:

This course is designed for IT auditors who are working in a high fraud-potential environment, it is also suitable for internal auditors who would like an insight to computer-based fraud and IT fraud detection.

IT Management Excellence

Course Overview

Managing an IT function is very different from developing or supporting technical IT solutions. General management skills are helpful to the IT manager, but results from this course demonstrate that a management course designed specifically for the IT professional is invaluable.

The IT Management Excellence course is first and foremost a practical and interactive course. It combines trainer experience with that of over 2,000 past participants and has identified the most valuable lessons on the road to delivering exceptional IT management and business results. The course delivers a proven combination of models and guidelines, supported by carefully designed, enjoyable and interactive role plays, case studies and team exercises.

Course Methodology:

This course uses a mixture of presentations, discussions, case studies, videos, role-plays and interactive exercises to transform participants' knowledge into hands-on practice.

Course Content:

Business and IT strategy

- **Business strategy:** What is strategy?, Solving the problems of business strategy
- Leading approaches to creating top level strategy, Case study 'Setting corporate direction'.
- **IT strategy:** A proven process for IT strategy, Aligning IT strategy to business priorities, Balanced scorecard IT objectives, Enterprise architecture in IT strategy, Looking for a better way — optimizing IT strategy, Strategic plans — plot on a page, Communicating strategy.

Project excellence

- **Advanced project, program and portfolio management**
- Validating project business cases using investment appraisals and sensitivity analysis
- IT project management wisdom — lessons learned from successful and failed projects, Effective project governance and reporting, Project portfolio management guidelines, • **The first 90 days:** Making an impact — the first 90 days, Strategic importance and tactical urgency, Case study 'Priorities of the new IT director'.
- **Business change leadership:** The emotional cycle of business change, Guidelines for successful change projects, IT's unique role in business change management

Communicating technology

- **Communication skills:** The art of communicating technology, Presenting IT to non-technical audiences, Creating a compelling technology message — IT's elevator pitch, Handling difficult (IT) situations — forum theatre and role play, Group debate — What has IT ever done for us?.
- **Business relationship management:** Business relationship scenarios, The POSTMAN technique for identifying priority business requirements, The advanced use of questioning strategies — opening and closing dialogue, Methods of influencing outcomes

Operational and crisis management

- **Continual Service Improvement (CSI) models:** Overview of different frameworks, including ITIL, Six Sigma and Lean IT, Techniques of root cause analysis, CSI examples and guidelines.
- **Crisis leadership:** Preparing for major (technology) incidents, Managing major incidents, Leading in crisis — the art of communication, Role play 'Handling difficult situations' — media simulation

Commercial acumen

- **Vendors:** Making good decisions, Avoiding supplier pitfalls, Choosing good technology partners, Creating a culture of partnership, Harnessing vendor innovation
- **Essentials of IT contracts:** Contract guidelines for successful IT, Getting what you want from your legal team, Designing contract flexibility, Managing IT contract portfolios.
- **IT negotiation strategy:** Creating a negotiation strategy, Rational supporting arguments, Agreeing final positions and BATNA, Negotiating as a team, Delivering better negotiated outcomes, Negotiation role plays and case studies.

Course Objectives

By the end of the course, participants will be able to:

- Develop an effective IT strategy
- Increase project delivery rates and manage a portfolio of projects
- Improve operational efficiency using different operational models
- Lead effectively in a technical crisis
- Create effective sourcing plans
- Set clear IT contract objectives
- Effectively negotiate technical agreements

Programme Details:

Code: ITM-17009

Programme Duration: 5 Day

Who Should Attend:

The IT Management Excellence course is targeted at IT managers and team leaders who are looking to develop their career in management and leadership. Job titles often include IT Manager, IT Team Leader, Project Manager, Systems Architect, Head of (IT) Department and more.

IT Systems: Identity and Access Management

Course Overview

We are living in the age of the Internet of Things (IoT) which provides seamless integration and ease of access between various objects regardless of their physical proximity. The IoT is spreading across different vertical domains such as healthcare systems, government services, banks and telecommunications, just to name a few. We are no longer only vulnerable to attacks against valuable enterprises' digital content but also to life threatening attacks, terrorist attacks, espionage attacks, etc. The need for providing identity assurance and stringent access control, as a result, is of utmost importance. This course covers the fundamental principles and architecture framework for an end-to-end IT identity and access management system. This includes identity assurance, authentication, authorization, accountability, auditability, Single Sign-On (SSO) and identity federation. It also discusses practical case studies such as e-passport, mobile banking, e-government services, EMV systems and other selected cases.

Course Methodology:

This course is highly interactive and includes group discussions, case studies and syndicate work.

Course Content:

Introduction and principles of information security:

- **Identity and access management (IAM) overview**
- **Attributes of information security:** Confidentiality, Integrity, Availability, Non-repudiation, Accountability, Auditability. • **Symmetric and asymmetric cryptography.** • **Hashing and digital signature.** • **Key management**

Public Key Infrastructure (PKI)

- **Architecture:** certification and registration authority. • **Life cycle management.** • **Types of certificates and usage patterns:** Encryption, Digital signature, Client certificate, SSL server certificate. • **Attribute based certificate.** • **Case studies** (e.g. email protection, mobile banking, and document signing).

Identification and authentication

- **Identification, verification and authentication overview**
- **Mechanisms of identification and authentication:** One time password, Biometric, Digital signature, Smartcard, Soft/hard tokens. • **Mobile device**
- **Risk based authentication.** • **Step-up authentication.** • **Single-sign on and federated single-sign-on.** • **OATH, OpenID, BorwserID, and SAML**
- **Architecture framework and industrial tools.** • **Trusted computing role in identity assurance.** • **Security risks associated with the discussed mechanisms**

Access control

- **Principles of authorization.** • **Access control schemes.** • **OAuth protocol**
- **Enterprise rights management and digital rights management**
- **Privileged account management.** • **Governance and compliance**

IAM framework and use cases

- **IAM architecture framework.** • **IAM echo system.** • **IAM and cloud computing.** • **Illustrative use cases:** Border control, E-passport, National ID, E-banking, E-health system, EMV scheme

Course Objectives

By the end of the course, participants will be able to:

- Illustrate the identity and access management architecture framework and discuss the security risks associated with its various deployment options.
- Discuss the different mechanisms for establishing strong authentication (e.g. OTP, certificate based authentication, device authentication, etc).
- Explain the principles of key public infrastructure and certification authorities, and demonstrate their value in mitigating the security risks facing modern societies.
- Explain the most well-known access control mechanisms and the roles of oauth, OATH, SAML and OpenID standards in the IAM domain and apply the concepts of (federated) SSO.
- Demonstrate the building of IAM using selected industrial tools and practical case studies (e.g. e-passport and boarder gate, mobile-banking, EMV scheme, and e-movement services).

Programme Details:

Code: ITM-17010

Programme Duration: 5 Days

Who Should Attend:

This course has been designed for IT professionals such as IT Strategic Planners, Project Managers, Security Managers, Security Architects and Risk Managers. Although the course is technical in nature, complex concepts are discussed at an abstract level to fit the needs of participants from various technical backgrounds.

Managing IT Projects Effectively

Course Overview

The overall aim of this course is to provide participants with the knowledge and the skills needed to successfully manage an Information Technology (IT) project from inception to closure. Participants in this interactive course will learn all the critical tools and techniques required to play a leading role as an IT project manager such as analyzing the requirements, preparing project plans, developing project budgets, leading the project team and evaluating the overall performance.

Course Methodology:

This course relies on the use of individual and group exercises aimed at helping participants learn all the key activities related to contract management. The course also features the use of a number of case studies and role plays by participants followed by discussions. In addition, this course incorporates pre and post testing.

Course Content:

Overview of IT project management

- **Defining project management terminologies.** • **Common project characteristics**
- **Working with end users.** • **Skills needed by IT project manager**
- **Challenges in IT project management.** • **IT project life cycle.** • **IT project structure**
- **IT project manager roles and responsibilities**

Project concept

- **Assessing business needs and opportunities.** • **Developing project concept**
- **Evaluating financial benefits and costs.** • **Identifying stakeholders**
- **Establishing conceptual solutions.** • **Developing the business case**

Project requirements

- **Gathering and defining requirements.**
- **Functional and non-functional requirements**
- **Analyzing and prioritizing requirements.** • **Documenting requirements**

Project planning

- **Building work breakdown structure.** • **Estimating project duration and resources**
- **Activity sequencing.** • **Network diagram.** • **Critical path analysis.** • **Schedule planning.** • **Gantt charts.** • **Milestone charts.** • **Resource planning.** • **Resource leveling**
- **Cost estimating.** • **Risk management planning.** • **Subsidiary management plans**

Project design

- **Developing preliminary design.** • **Performing gap analysis.** • **Prototyping IT solution.**
- **Preparing technical specifications documentation.** • **Design techniques.**
- **Solution alternatives.**

Project implementation and closeout

- **Managing project team.** • **Conflict management.** • **Managing stakeholders**
- **Managing schedule.** • **Managing cost.** • **Administering contracts**
- **Earned value analysis.** • **Guidelines for regaining project control**
- **Performing quality assurance.** • **System testing.** • **Change management**
- **Delivery and transitioning.** • **Administrative and contractual closeout phase**
- **Guidelines for project closeout**

Course Objectives

By the end of the course, participants will be able to:

- Manage information technology projects using different project management methodologies.
- Evaluate the business case of IT projects to ensure feasibility and proper justifications.
- Relate project requirements and objectives to stakeholders' needs in a clear and compelling manner.
- Explain fundamental project planning activities and processes and set realistic measurable objectives in terms of time and cost
- using proven project planning techniques.
- Identify the role of the project manager during the design and the implementation phases of the project.
- Outline all the activities during the execution phase of a project and establish an effective control process to ensure execution in line with the project plans.

Programme Details:

Code: ITM-17011

Programme Duration: 5 Day

Who Should Attend:

Project managers and senior IT professionals who seek to manage small to large size IT projects or to broaden their knowledge in the key project management functions. This course is designed to complement the technical knowledge of IT professionals involved in an IT project with the necessary project management skills.



Leadership & Management





Adaptive Leadership Skills

Course Overview

The overall aim of this course is to provide participants with the competencies required to make their organizations thrive in a changing world. Participants on this interactive course will have the opportunity to strengthen their practice of adaptive leadership no matter what role they play in their organizations. Also, this course presents tools and tactics to help participants lead and mobilize people and tackle tough problems while reaching high.

Course Methodology:

This course features the use of interactive exercises in order to allow participants to develop strategies that will help them improve their competencies in adaptive leadership. The course also relies on the analysis of case studies and real-life examples from the business world.

Course Content:

Purpose and Possibility

- The illusion of the broken system.
- Distinguishing technical problems from adaptive challenges.
- Distinguishing leadership from authority: *Technical problems*
Adaptive problems.
- Living the disequilibrium, observing, interpreting, and intervening.
- Experimenting and taking smart risks smartly
- Engaging above and below the neck and connecting to purpose
- Living life as a leadership laboratory
- Resisting the leap to action and discovering the joy of making hard choices

Diagnosing the System

- The elegance and tenacity of the status quo
- Diagnosing the system and discovering structural implications
- Determining the technical and adaptive elements
- Identifying the four adaptive challenge archetypes: *Gap between espoused values and behaviour, Competing commitments, Speaking the unspeakable, Work avoidance*
- Recognizing the political landscape and uncovering values driving behaviour
- Sharing responsibility for the organization's future
- Valuing independent judgment and building leadership capacity
- Institutionalizing reflection and continuous learning

Mobilizing the System

- Reframing the group's default interpretations
- Generating a diversity of interpretations
- Designing effective interventions
- Keeping work at the center of people's attention
- Managing authority figures
- Protecting and engaging the voices of dissent
- Creating a holding environment
- Nurturing shared responsibility for the organization
- Developing leadership capacity
- Institutionalizing reflection and continuous learning

Course Objectives

By the end of the course, participants will be able to:

- Distinguish technical problems from adaptive challenges and learn how to observe, interpret and intervene
- Discover the implications of the status quo on their organizations and diagnose the system
- Create an adaptive culture by mobilizing the system

Career Development and Succession Planning

Course Overview

60% of organizations have no process for succession planning. This interactive course will enable you to consider the latest methodologies and strategies related to successful engagement, career development and succession planning. The course is also designed to provide tips to create a clear career path and help build your bench. In addition, it will help you plan a succession strategy for a flexible and sustainable business.

Course Methodology:

This course uses a mix of interactive training techniques such as lectures, case studies, and group activities. The course also presents best practices in the areas of career development and succession planning and invites participants to share their organizational experiences in order to optimize the learning process.

Course Content:

Putting people first

- Putting people before numbers.
- People's wants from their organizations
- Organizations' wants.
- The war for talent.
- Today's top priorities in HR
- Disengagement and the downward performance spiral.
- People based strategy
- HR activities: traditional focus versus career development focus

The basics of career management and succession planning and management

- Careers today: the importance of development.
- Definition of career development
- The career development process and links to HR.
- Essential elements in an integrated career development system.
- Definition of succession planning
- Main aims and reasons for establishing a succession planning and management system.
- Distinguishing succession planning from replacement planning

Organizational readiness for change

- Promoting a development culture.
- Characteristics of a development culture
- Career development as a change agent.
- Roles and responsibilities in a development culture.
- Role of human resources.
- Role of line managers
- Role of top management.
- Role of developers

Identifying high potentials

- Key positions
- High potentials and high professionals
- Assessing individual potential
- Best practices to improve the management of high potentials
- Qualities of processes to spot, develop, and retain high potentials

Career development: tools and methodologies

- Competencies: the foundation for career development
- Competencies framework
- Coaching: an essential managerial function
- Mentoring: a must have system for career development
- Career counseling services

Developing internal successors

- Making the business case for succession planning and management
- Starting the systematic succession planning and management program
- Refining the program
- Assessing present work requirements and individual job performance
- Assessing future work requirements and individual potential
- Closing the development gap: the Individual Development Plan (IDP)
- Designing the individual development plan

Course Objectives

By the end of the course, participants will be able to:

- Demonstrate understanding of the basics of career development and succession planning
- Distinguish succession planning and management from replacement planning, talent management and human capital management
- Compare traditional HR focus with career planning oriented HR focus
- Explain the role of employee and employer in career development
- Apply innovative corporate career development initiatives
- Evaluate and operate an effective succession planning program to close the developmental gaps in the organization
- Prepare individual development plans and manage career choices

Programme Details:

Code: LM-6000

Programme Duration: 3 Days

Who Should Attend:

Managers, business professionals, and individuals who have decided to master the tools and tactics of adaptive leadership in a world where change has become the only constant.

Programme Details:

Code: LM-6001

Programme Duration: 3 Day

Who Should Attend:

Human resources managers, line managers, HR business partners, team leaders and specialists.

Certificate in Leading and Managing Breakthrough Innovation

Course Overview

Constant innovation is the only insurance against increasing global competition. It is critical for organizations to have leaders that understand the process of innovation and who can successfully navigate their organization through change. Those who are able to innovate and manage organizational transformation will be in a better position to capitalize on the opportunities presented by the ever-changing environment and influence the future that is being created today.

This course includes the use of ExperienceChange™ simulation software which is an expert-guided program designed to help participants execute ideas while teaching the essentials of successful change. Backed by over 20 years of research, industry insights and results, the simulation combines proven approaches with hands-on practice in an engaging, low-risk, high-impact experience.

Course Methodology:

This course includes the use of the ExperienceChange™ software that uses a customized case study to demonstrate the different components of innovation and organizational transformation. In addition, the course utilizes individual debriefs, group discussions, role-playing scenarios, videos, and presentations.

Course Content:

Innovation and organizational transformation

- The journey to impact
- Creating a great solution
- Realizing the full potential of the solution
- The solution focus
- The organization focus

Leading innovation

- Co-creating the future
- Involving relevant stakeholders
- Problem solving methods
- Creating something new
- Design thinking
- Optimizing what exists today
- Optimizing using Lean
- Optimizing using Six Sigma

Leading organizational transformation

- The definition of organizational transformation
- Organizational transformation as a discipline
- Organizational transformation lessons
- Assessing the situation
- Interviewing stakeholders
- Driving forces
- Restraining forces
- Force Field
- The journey from challenge to impact
- Feeling the dip
- Moderating the dip
- Realizing great solutions through transformation
- The organizational transformation process

Aligning key stakeholders

- Step 1: Understand the problem.
- Step 2: Enlist champions
- Step 3: Envisage the future

Engaging the organization

- Step 4: Motivate: Articulate the vision, Vision characteristics, Measure success
- Step 5: Communicate • Step 6: Act. • Step 7: Consolidate. • Models and tools
- Human-centered mindsets. • Reflexes: ask and say.
- Continuous improvement

Course Objectives

By the end of the course, participants will be able to:

- Distinguish technical problems from adaptive challenges and learn how to observe, interpret and intervene
- Discover the implications of the status quo on their organizations and diagnose the system
- Create an adaptive culture by mobilizing the system

Programme Details:

Code: LM-6002

Programme Duration: 3 Days

Who Should Attend:

All leaders, managers and senior professionals who are involved in influencing, formulating or supporting innovation and organizational transformation in their department or organization, as well as those who are interested in learning more about innovation leadership and change management.

Professional Manager

Course Overview

This certified course develops general and foundational management skills and prepares participants for the PCPC assessment and certification. Participants will gain insight into the competencies necessary to lead and manage in today's dynamic workplace. They will explore core management functions critical to perform day to day activities, and learn about the different management styles they need to develop and apply. The course also lends participants the opportunity to recognize coaching as an important management asset to motivate others, overcome barriers and solve business challenges. Finally, participants will explore leadership, and understand why they need to lead as well as manage if they intend to maintain a healthy work environment and achieve desired results.

Course Methodology:

This course relies on active participation as a core activity when working on business scenarios and case studies to impart critical knowledge and skills about the management function and its core activities. It also utilizes assessment and group debriefs to help participants explore their preferred management and leadership styles.

Course Content:

Management

- Defining the organization
- Defining management: Identifying the professional manager
- What do professional managers do?, Professional managers and business ethics
- Management: art or science? • Factors which impact the management function
- Essential managerial functions. • The 6 steps in planning

Managerial competencies and styles

- Defining a competency. • Key competencies for a professional manager
- A review of different management styles. • Factors that influence management styles. • Reasons why some managers fail.

Effective coaching for professional managers

- Coaching versus management. • Coaching and the competency iceberg
- Impact of coaching on workplace environment. • 5 powerful words in coaching

Management and motivation

- Defining motivation
- Key motivational theories professional managers should be aware of
- Leading towards a motivated work environment: Job design, Goal setting, Performance feedback, Reward systems
- Motivating a multi-cultural workforce

Managing business challenges

- 10 challenges facing professional managers
- A rational approach to managing problems and finding solutions
- Business tools for professional managers

Management and leadership

- Defining leadership. • Differences between leaders and managers
- The 6 levels of leadership
- Leadership characteristics and habits of professional managers

Course Objectives

By the end of the course, participants will be able to:

- Recognize the various management functions and the skills associated with each one of them
- Develop key managerial competencies essential in conducting related tasks and activities
- Apply a coaching approach to improve performance and maximize results
- Distinguish between types of motivational approaches and when to utilize each
- Employ a variety of analytical and problem-solving tools and methods when dealing with business challenges
- Improve essential leadership habits critical to the success of a professional manager

Programme Details:

Code: LM-6003

Programme Duration: 5 Day

Who Should Attend:

Department heads, senior supervisors, managers and others who need to develop or sharpen their managerial skills.

Certified Team Leader

Course Overview

High performance is achieved by those who lead. In today's chaotic management environment, leaders must be able to engage their team and assist them in reaching their goals. This course helps team leaders develop the necessary skills to lead effectively. It includes leadership, communication, goal setting, time management and motivation skills. Participants who complete the program requirements successfully will be awarded Pib Knowledge's Certified Professional Certificate (PCPC).

Course Methodology:

This course relies on the use of self evaluation exercises aimed at helping participants learn about their preferred styles in leading and communicating with others. The course also features the use of a number of case studies, practical exercises and presentations by participants followed by group discussions.

Course Content:

The team leadership challenge

- 21st century team definition
- On shifting ground: organizations today
- Skills of effective team leaders
- Characteristics of effective team leaders
- Developing leadership skills
- Leadership styles: self analysis
- Techniques for increasing team effectiveness

Building a high performance team

- Recipe for successful teams
- The teamwork success formula
- The importance of clear goals
- Decisions by consensus
- Clear roles and work assignments
- From involvement to empowerment
- Types of effective teams
- Team development stages

Inspiring teams to better performance

- Identifying team roles
- The Belbin type indicator
- Aligning individual and team motivators
- The values alignment matrix
- Keys to resolving values conflicts
- The motivating mix
- Creating a supportive environment
- Energizing your team

Sustainable strategies for improving team relationships

- Identifying effective communication methods
- Face to face communication
- Team problem solving
- Factors shaping team performance
- Phases of team problem solving
- Tools for making effective team decisions
- The ingredients of effective decision making

The team leader's role in managing change

- Managing change
- Change requires exchange and expanded thinking
- Key factors in successful change
- The change cycle
- The 4 room apartment strategy
- Typical reactions to change
- Helping the team move through change stages
- Handling reactions to change
- Strategies for dealing with change
- The 17 laws of great teamwork

Course Objectives

By the end of the course, participants will be able to:

- Develop trust and rapport between team members
- Create an effective and empowered team
- Establish a motivating team environment
- Apply strategies for improving team relationships
- Develop strategies for implementing changes within a team

Programme Details:

Code: LM-6004

Programme Duration: 5 Days

Who Should Attend:

Managers, supervisors, and team leaders who are responsible for building and maintaining effective teams in the work environment

Corporate Governance: Principles, Policies and Best Practices

Course Overview

Corporate governance is a key topic that has recently started attracting more attention in business schools and among legislatures, with this trend only increasing. While there are different models for corporate governance, all of them aim at organizing the relation between company and stakeholders. Governance models start with Shareholder Wealth Maximization (SWM) that stresses owners rights, as applied mainly in the US and UK. Other methods of governance, applied in Germany or Japan for example, bring other stakeholders, such as the workforce and bankers strongly into play. In addition to these models, this course also covers the reasons why board membership may be one tier or two tiers, and includes discussions about board structure, committees, their functions and duties, the audit committee and the appointment and remuneration committee. Other topics discussed are the role of the chairman and the effect of institutional investors.

Course Methodology:

The course is built on presentations by the instructor and the participants and includes exercises and case studies to be discussed in the training.

Course Content:

Overview of Corporate Governance (CG)

- Definition of corporate governance. • The scope of corporate governance
- Essential corporate governance principles. • The macro governance picture
- Philosophies affecting corporate governance
- CG code of conduct and global principles

Models and mechanism of CG

- The Shareholder Wealth Maximization (SWM) model
- The Corporate Wealth Maximization (CWM) model
- International models of corporate governance
- The board of directors. • The audit committee. • Environment for corporate control

Stakeholders in corporate governance

- Stakeholders. • Shareholders rights. • Different types of directors
- Directors' duties and rights. • Role of chairman and corporate officers
- Internal auditors and external auditors
- Institutional investors and minority stakeholders
- Organization for Economic Cooperation and Development (OECD) view on stakeholders. • Deloitte governance framework
- KPMG professional judgment process. • Risk based decision making
- CG failure effects. • The efficient board

Functions and structures of corporate governance

- Starting from board of directors. • Alternative board structures
- Unitary and two tier board models. • Independence of the board
- Selection, remuneration and evaluation of the board
- Analyzing current company's CG system
- Planning and organizing CG objectives and resources
- Communicating and implementing CG principles

Practical corporate governance best practices

- International Corporate Governance Network (ICGN)
- OECD corporate governance principles

Disclosure and transparency

- Financial and operating results versus company objectives
- Remuneration policy for board members and key executives
- Related party transactions
- Timely, accurate and cost efficient access to information by users

Course Objectives

By the end of the course, participants will be able to:

- List the essential fundamentals and significance of corporate governance.
- Analyze corporate governance models and suggest improvements.
- Assess the ethical and policy considerations underpinning shareholders, Board of Directors (BOD), auditors, senior management and executives.
- Decide on the corporate governance structure that is best suitable for the business model
- Deploy corporate governance best practices.
- Apply disclosures and transparency requirements issued by IFRS and other authorities.

Programme Details:

Code: LM-6005

Programme Duration: 3 Day

Who Should Attend:

Board members, chief financial officers, senior management, directors, finance managers, financial controllers, accounting and finance personnel, legal counsel, corporate legal advisors, corporate secretaries, lawyers, external and internal auditors, HR managers, and department heads.

Creative Problem Solving and Decision Making

Course Overview

We are continuously confronted with problems that require us to take decisions. Most decisions are reached without requiring any complex decision making process: We're hungry? We decide to eat. Some problems are more complex, like deciding how to prioritize our work, or understanding why a process failed and deciding what to do about it; these require a rational approach to problem solving. Often, things get even more complicated, or our decisions could have an important impact on our lives, careers or the lives of those around us; that is where we must have the ability to think critically and make sure there is no flaw in our logic. At other times the problem is so unusual that it defies rational and critical thinking; these are the times where creative problem solving becomes an invaluable tool.

In this course we will cover all these important thinking approaches. After understanding the thinking mechanisms, we will provide you with methods and tools that you will practice during the sessions and that can help you at work or in life, and from the most mundane situations to the most difficult or unusual ones.

Course Methodology:

The course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants, role plays (rehearsed and impromptu), Video clips with detailed debriefs, and individual and group feedback

Course Content:

Problem solving and decision making

- Definition of 'problem'. • Definition of 'problem solving'
- Definition of 'decision making'. • Creative problem solving and decision making. • The helicopter view. • Problem diagnosis. • Defining the opportunity or problem. • The link between causes and symptoms. • Problem deviation
- The right decisions at the right time

The rational approach to problem solving (Kepner & Tregoe)

- Defining the problem. • Writing a problem statement
- Techniques for recognizing problems. • Six important questions to clear out
- The rational approach. • Kepner & Tregoe

Problem analysis supplementary tools

- Root cause analysis. • Creative problem solving and decision making
- The five-why process. • The cause and effect diagram
- The fishbone diagram. • Pareto analysis

Decision making supplementary tools

- Effective decision making. • Why-Why and how-how analysis. • The how-how method. • Choice making. • The decision analysis worksheet. • The Kepner & Tregoe method for analyzing alternatives. • Use of the matrix. • Effective decision making. • The decision making matrix. • Definition of 'consensus'.

Creativity and problem solving

- The need for thinking skills. • Mental structures of college students
- Stages in problem solving and decision making. • The human brain
- Understanding the two hemispheres of the brain. • Critical thinking
- Lateral thinking. • Mental blocks to creative thinking.
- Brainstorming. • The six thinking hats

Course Objectives

By the end of the course, participants will be able to:

- Build and expand decision making, critical thinking and creative problem solving skills
- Apply logical and creative approaches to solving problems and making decisions
- Use traditional and creative tools for identifying causes and generating solutions
- Employ creativity and lateral thinking as business tools
- Analyze and solve actual problems facing them at work
- Demonstrate and build credibility with upper management
- Develop strategic approaches to problem solving and decision making.

Programme Details:

Code: LM-6006

Programme Duration: 3 Days

Who Should Attend:

Managers, supervisors and administrators who will benefit from better problem solving and decision making skills, and business professionals who want to take their critical thinking to the next level by using both their experience and intuition to make the right moves and decisions

Creative Thinking and Innovation Techniques

Course Overview

Creativity is recognized as a key success driver for organizations and individuals. While some consider creativity an innate talent that one may or may not have, the modern prevalent thinking is that it is a skill which, given the right nurturing environment, can be developed and harnessed by anyone in any organization.

In this course we examine the conditions necessary to build such an environment. Through the use of examples from the worlds of business, art and science and with the practical application of tools such as brainstorming, mind mapping and others, we give participants the instruments they need to transform their life, their environment and their workplace.

Course Methodology:

This course uses a mix of interactive techniques which, in addition to brief presentations by the consultant, include self awareness tests, exercises using newly learned creative techniques, games, lateral thinking exercises and puzzles, case studies, and video clips with extensive debriefs.

Course Content:

Definition of creativity

- Introduction: creativity and civilization. • Defining invention, innovation and creativity. • Intelligence versus creativity. • Some theories of creativity
- Creative people in action. • Understanding the 2 hemispheres of the brain
- Right and left. • Lateral thinking. • Lateral thinking in action.
- Applications of lateral thinking

Creativity as a business tool

- The creative thinker. • Constraints in the workplace. • The creative manager
- Three parts of creativity: • Motivation, Domain expertise, Creative ability
- Innovation and organizational culture. • The creative attitude
- The creative methods. • Ways of overcoming barriers
- Tips for the workplace: Developing a culture of creativity, Exploring problem areas
- Generating ideas, Evaluating ideas
- Critical thinking: Critical thinking skills versus creative thinking, Ancient Greece

Exploring the idea generation process

- The Brainstorming Technique. • The six thinking hats. • De Bono's four thinking styles

Creative thinking strategies

- Creativity tools. • Scamper technique. • Syntectics technique
- Picture associations and biotechniques. • Mind mapping. • TRIZ
- Decision making: Anatomy of a problem, Barriers to decision making

The power of opposite thinking

- Creative rule of thumb: the interplay of opposites
- Asking 'what if'
- Using opposite thinking

Course Objectives

By the end of the course, participants will be able to:

- Assess their potential for creativity and innovation.
- Apply creative thinking skills and methods in work related or personal situations.
- Practice thinking in non-conventional ways by thinking out of the box, using mind mapping, picture associations and other methods.
- Employ a variety of creative thinking strategies in the workplace
- Create a pleasant work environment conducive to creativity for self and others.

Programme Details:

Code: LM-6007

Programme Duration: 3 Day

Who Should Attend:

Supervisors, managers, team and project leaders, and all individuals who need to adopt a more creative approach in life or at work, whether to solve problems, come up with new initiatives, initiate and introduce changes, or deal with personal or organizational issues in non-conventional ways. The course will also benefit anyone interested in recognizing and developing their own or a group's creative potential.

Emotional Intelligence Workshop

Course Overview

The overall aim of this course is to provide participants with the competencies required to improve their Emotional Intelligence (EI). Participants on this interactive course will explore the importance of EI as well as its positive impact at the professional and social levels with an aim to increase the effectiveness of their relationships at work and in life. Participants will also learn how to utilize EI skills around the Mayer, Salovey, Caruso Emotional Intelligence Test (MSCEIT) model by helping them devise a Personal Development Plan (PDP) to improve in all the required EI competencies.

Course Methodology:

This course relies on the use of psychometrics to help participants identify their emotional intelligence abilities. The course also features the use of interactive exercises and activities in order to allow participants to develop strategies that will help them improve their competencies in emotional intelligence.

Course Content:

Emotions and reasoning at work: the six principles

- Rule of reason or rule of emotion. • Principle one: emotions are data
- Principle two: emotions should not be ignored. • Principle three: emotions should not be hidden. • Principle four: decisions and emotions
- Principle five: emotions follow logical patterns. • Principle six: emotional universals and specifics. • Case studies and applications.

Emotional Intelligence: the ability model

- The full cycle of the ability model and its implications
- The Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT)
Perceiving emotions, Using emotions, Understanding emotions
Managing emotions
- Determining your EI score. • Understanding and interpreting your EI score results. • Providing feedback on EI score results. • Implications of EI results at the professional and personal levels. • Tips and recommendations

Understanding your emotional skills

- Reading people: identifying emotions.
- The mood meter and its implications in understanding EI
- Plutchik's wheel of emotions
- Getting in the mood: using emotions
- Predicting the emotional future: understanding emotions
- Doing it with feeling: managing emotions
- Measuring emotional skills

Developing your emotional skills

- Reading people correctly: improving your ability to identify emotions
- Getting in the right mood: improving your ability to use emotions
- Emotional storytelling
- Predicting the emotional future accurately: improving your ability to understand emotions
- Doing it with smart feelings: improving your ability to manage emotions
- Managing anger at work. • Managing anger in life

Applying your emotional skills

- Managing yourself: applying your emotional intelligence skills
- Managing others: applying emotional intelligence skills with others
- Emotional role play
- Building the emotionally intelligent person
- Working around the emotional blueprint
- Building the emotionally intelligent person with the emotional blueprint
- Real life examples and case studies

Course Objectives

By the end of the course, participants will be able to:

- Discover the impact of emotions on human behavior
- Use the six principles of emotional intelligence in order to enhance relationships with others
- Interpret EI scores and their implications in order to improve interactions with other people
- Identify their EI strengths and weaknesses using the MSCEIT model
- Devise a PDP aimed at developing and improving emotional intelligence
- Apply EI skills in order to maximize personal influence at the professional and social levels

Programme Details:

Code: LM-6008

Programme Duration: 3 Days

Who Should Attend:

Managers, business professionals and individuals who have decided to learn and develop their emotional intelligence competencies to enhance as well as manage their relationships at work and in life.

Empowering the Workplace for Greater Impact

Course Overview

Today businesses are looking at empowerment as a catalyst for higher levels of employee productivity and engagement. Numerous studies and expert opinions have stressed the positive impact of empowerment on an organization's quality of work, employee satisfaction, collaboration, productivity, and costs. However, empowerment cannot happen without an active and committed role from management. In this course, we cover the rising importance of empowerment in the workplace and the tools available for management to integrate it into the working environment of an organization.

Course Methodology:

In addition to the material and supporting research and articles, the course provides participants the opportunity to conduct several self-assessments to understand their capability to apply empowerment in their work environment. Participants will also analyze a number of case studies and understand the challenges and benefits that come with empowerment. In addition, several videos will be shown throughout the course showcasing thought leaders and their insight into the evolving role of management through the practice of empowerment.

Course Content:

Understanding empowerment

- Defining empowerment
- Recognizing the benefits
- Recognizing the roadblocks
- Recognizing the mistakes

Empowering the Manager

- The shift in mindset: The behaviour, The results, The value
- From manager to leader: Getting the buy-in, Setting career paths and reward systems, Creating the challenge, Measuring empowerment, Clearing the way
- The ethos of an empowering manager
- Sharing goals and direction: Building trust, Availing information, Delegating, Appreciating and giving feedback

Empowering the employee

- Encouraging a new behavior
- Responsibility, Authority and Accountability (RAA): Revisiting the job scope, Creating the zones of authority, Respecting the boundaries
Dealing with shared accountability, Setting the expectations
- Performance management and reviews

Empowering teams

- Teams and the empowered workplace
- Characteristics of an empowered team
- Advantages and disadvantages of team empowerment
- Setting expectations: Goals, Accountability, Teamwork, Self-management, Decision making, Results

The empowered organization

- Characteristics of an empowered organization
- The role of leadership
- The importance of coaching and mentoring
- The transformative process
- The supportive structure
- Communicating empowerment
- Auditing empowerment

Course Objectives

By the end of the course, participants will be able to:

- Build an in-depth understanding of empowerment
- Acquire vital managerial competencies to empower and engage
- Develop and manage empowered employees
- Gain team commitment and performance through delegation and interdependence
- Employ acquired knowledge on empowerment at the organizational level

Programme Details:

Code: LM-6009

Programme Duration: 3 Day

Who Should Attend:

This course targets managers and supervisors who are keen on improving productivity and achieving sustained higher results from their employees and teams. The course also serves as a strong foundation for senior managers and leaders who want to know more about empowerment and what to expect as they consider new market demands on performance and results.

Enterprise Risk Management

Course Overview

Enterprise Risk Management known as (ERM) has evolved considerably since the seventies. From simply 'buying' insurance, it has now grown in importance to become a prime function in many organizations as part of a bigger system known as Governance, Risk and Compliance (GRC) which starts with corporate governance and ends with compliance. ERM is the function of studying the risks that may hinder a corporation's ability to achieve its goals and then deciding how to overcome those risks. Studies regarding risk management were done by different organizations, including ISO which issued ISO 31000 on risk management. However, the most accepted ERM system is the one designed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). This system, which is the one covered in this course, teaches the steps needed to control risk. It starts with the evaluation of the internal environment and the setting of objectives which are, mainly, a result of the tone at the top of the organization, the directives from corporate governance as well as the vision, mission and corporate strategies. Then, the course goes through the steps management needs to consider in order to identify and assess risk and decide on proper risk responses and controls. The course ends with how to monitor, communicate and report risk. In addition, the course looks at risk in different organizational areas such as strategy, reporting, compliance, operations, financial and physical risk as well as risk in different industries.

Course Methodology:

The course is based on detailed explanations by the instructor and presentations by both the participants and the instructor. It also includes several case studies related to different industries and areas of the business.

Course Content:

Introduction
Risk management and corporate governance
Risk management and corporate control environment
ERM and its evolution
Risk categories
ERM components

Course Objectives

- By the end of the course, participants will be able to:
- Identify internal and external changes that will create risks to the organization
 - Understand the relation with the board of directors through governance and improve Risk-Based Decision Making (RBDM)
 - Influence internal controls by choosing the response to the risks identified
 - Classify risk categories in the organization and identify the right authorities to manage them
 - Analyze, assess and improve risk management practices within the organization

Good to Great Management: The Road Ahead

Course Overview

Are you a good manager or a great one? In fact, you have no choice but to become a great manager. How else can you create value in your organization and sustain it over time? How else can you engage your people and retain them? In a business environment characterized by higher degree of uncertainty and competition, fast changing customers' needs, less and less employee loyalty, more stringent government rules and regulations, you cannot afford but to be a great manager. This course elaborates on what it takes to become a great manager by focusing on two distinct managerial requirements: first developing business and economic acumen without which no manager can make value adding decisions, and second by bringing out the best in people.

Course Methodology:

This is a course rich with new ideas, concepts and practical skills. It uses a combination of effective techniques that participants will enjoy and appreciate. The adopted techniques will include the following: Short lecturettes, Case studies, Team exercises, Real life stories, Discussions, Video films

Course Content:

- Value adding management
- Achieving and sustaining high performance: A manager's challenge**
Traditional management functions. The 21st Century definition of modern management. The performance pyramid. New managerial roles and responsibilities. Value adding and results driven managers
Four categories of results, Both people and numbers matter
Characteristics of desired results, Measuring results
- Developing business acumen and generating insights
- Using macroeconomic analysis for effective managerial planning and decision making:** Elements of the macro environment, Using macro-economic indicators for more effective business analysis and planning, Understanding the business impact of government fiscal policy changes, Understanding the business impact of Central Bank monetary policy changes, The balance of payments and business impact of foreign exchange policy
 - Using microeconomic analysis for effective managerial planning and decision making:** Elements of the micro environment, Competing better through market analysis, Sales volume sensitivity to price and income changes, Cost analysis: fixed and variable cost, Break-even output analysis and profit maximization, Maximizing profitability
- What great managers do
- Capitalizing on employee strength, • Pull the triggers that activate employees' strengths, • Tailor coaching to unique styles**
 - Motivate employees by fulfilling the four drives that underlie motivation:**
The drive to acquire, The drive to bond, The drive to comprehend, The drive to defend
- Bringing out the best in your people
- The manager as a 'multiplier', not as a 'diminisher', • What 'multipliers' do differently**
 - The five types of 'multipliers' and 'diminishers'**
 - Six guidelines to cultivate engaged employees**
- Distinguish yourself: become a blue ocean manager
- What good (not necessarily great) managers actually do**
 - The blue ocean manager grid, • The four steps of blue ocean management:**
Analyze your managerial reality, Develop alternative managerial profiles, Select to-be management profiles, Institutionalize new management practices
- Wrap Up and Lessons Learned

Course Objectives

- By the end of the course, participants will be able to:
- Manage tomorrow by making today more informed decisions that contribute to strengthening the organization's competitive advantage.
 - Develop business acumen by applying managerial economic analysis and drive business impact.
 - Apply in the workplace best practices of great managers.
 - Bring out the best in people by acting as a 'multiplier' rather than a 'diminisher'.
 - Turn into 'blue ocean' managers that are able to close the gap between the potential and the realized talent of people they lead.

Programme Details:

Code: LM-6010

Programme Duration: 5 Days

Who Should Attend:

Managers, business professionals and individuals who have decided to learn and develop their emotional intelligence competencies to enhance as well as manage their relationships at work and in life.

Programme Details:

Code: LM-6011

Programme Duration: 3 Day

Who Should Attend:

Middle managers, Supervisors, Section heads
Individuals moving to managerial roles



Marketing PR & Sales Management





Actionable Selling Skills: Tools and Techniques

Course Overview

This course provides participants with core knowledge about sales as a function and as a process; this means that participants will get solid exposure to sales and its contribution to company growth. They will also gain in-depth understanding of sales and self-management, the art of prospecting, opportunity planning and resource allocation. In addition participants will acquire several skills related to negotiating deals, overcoming obstacles, resolving customer issues and closing sales. Also we cover all the most important elements of service any person involved in direct interactions with customers should know and apply. From the necessary behavioural and communication skills to the right attitude, and including specific methods to analyze and improve the service provided, we cover it all in a straight forward and effective manner that will help participants ensure customer satisfaction and delight in the most challenging situations.

Course Methodology:

The course relies heavily on an interactive approach. Participants will enjoy working with business cases extracted from real life situations taking them from understanding the situation to finding a solution. The course leverages role play techniques where participants work and present scenarios related to deal negotiation, building relationships or problem resolution. Such role plays foster confidence, analytical thinking, and teamwork mentality.

Course Content:

The changing business environment

- The evolution of personal selling, • The new sales competencies
- Behaviours, characteristics and skills of a successful salesperson
- Personal selling profile (self-assessment instrument)

Preparation and self-organization

- Targets from a sales perspective
- Personal management
- Time management for sales people
- Understanding the psychology of selling

Mastering the sales process: from initiation to post-sales

- **Prospecting and Qualification:** The vital importance of prospecting
Setting your ideal customer profile, Understanding the sales funnel
- **Pre-approach:** How to conduct effective competitive analysis
Neutralize or offsetting perceived competitor's advantages
Working your company's strengths against competitors' weaknesses
Presenting your Unique Selling Proposition (USP)
Finding and sharing the Customer Value Proposition (CVP)
- **Approach:** Creating a positive first impression, The art of breaking the ice,
Researching and simulating sales solutions
- **Presentation:** The presentation mix,
The fundamentals of powerful sales presentations
- **Handling objections:** Reasons of customer objections
Dealing with sales objections
- **Closing:** Reading the buying signals, Types of closing techniques
- **Follow up and retention:** Handling customer complaints
Essentials of relationship management

Professional Behaviour with Customers

- The power of behaviour, • Principles of effective behaviour
- How to behave professionally with the customer
- Verbal and non-verbal components of communication styles

Course Objectives

By the end of the course, participants will be able to:

- Identify and adopt the right professional selling behaviours and skills needed to maximize sales performance
- Develop critical self-driven practices to optimize personal and business effectiveness and efficiency
- Master and implement the sales process to successfully handle objections and close more deals
- Manage customer expectations and exceed it to gain customer loyalty and generate repeat business
- Master the art of verbal and non-verbal communication to create an atmosphere of respect and trust in the seller-buyer interface

Programme Details:

Code: MPS-8000

Programme Duration: 3 Days

Who Should Attend:

Salespeople, sales support, as well as potential candidates for sales and customer service positions who want to build and revitalize their existing selling skills.

Advanced Digital Marketing

Course Overview

The Advanced Digital Marketing course discusses and demonstrates advanced concepts and techniques in digital marketing for participants with some previous experience in the digital marketing.

Participants will utilize a variety of case studies and exercises to develop the essential skills needed to create and implement advanced digital and social media strategies. Topics covered include conversion tracking on social media, Conversion Rate Optimization (CRO), advanced search engine optimization (SEO) techniques, utilizing AdRoll, and influencer and affiliate marketing.

Course Methodology:

The course is interactive and is comprised of lectures, case studies, technical process learning and supplemental discussions related to various industries and the challenges of implementation.

Course Content:

The pillars of Conversion Rate Optimization (CRO)

- Strategic thinking for advanced digital marketers, • Introduction to CRO
- From reach to conversion: Key metrics on the path to conversion
- The fundamentals of A/B testing, • A/B testing case studies
- A/B testing software / tools, • Live website critique: overview of 5 websites and how to optimize them for conversions

Conversion tracking on Google Analytics and AdWords

- Google Analytics refresher, • How goals work in Google Analytics
- Setting up goals in Google Analytics using URL triggers, • Setting up goals in Google Analytics using code, • Linking AdWords to Google Analytics
- Setting up conversion tracking on Google AdWords
- Analyzing AdWords campaigns in Google Analytics

Advanced Search Engine Marketing (SEM)

- Advanced keywords optimizations, • How to make the most out of the keyword planner, • Using the opportunities tab, • Using ad extensions
- Setting up dynamic search ads, • Using advanced ad targeting criteria
- Using advanced bid optimizations

Advanced social media advertising techniques

- How to use custom audiences on Facebook and Instagram
- How to create a lookalike audience on Facebook and Instagram
- Using pixels to track conversions, • Generating advanced and custom reports on the Ad Manager, • How to setup native landing pages on Facebook and generate leads, • Advanced video marketing techniques on Facebook and Instagram, • Advertising natively on Instagram

Advanced display and retargeting techniques

- Introduction to programmatic advertising, • Introduction to remarketing (Retargeting), • Advanced features in Google Display, • Introduction to AdRoll
- How to setup an advanced retargeting campaign • How to setup an advanced prospecting campaign, • Reading and analyzing AdRoll reports

Advanced Search Engine Optimization (SEO) techniques

- Setting up and using the Google Search Console, • Key SEO tags that make or break your organic rankings, • Useful SEO diagnostic tools, • How to conduct a keyword research, • Conducting on-page SEO, • Conducting off-page SEO, • Content marketing for SEO purposes

Influencers and affiliate marketing

- General definitions, The benefits of influencers marketing, • Techniques for successful influencers marketing, • Key influencers marketing campaigns that worked, • Introduction to affiliate marketing, • The benefits of affiliate marketing, • The dos and don'ts of affiliate marketing
- Key affiliate marketing campaigns that worked

Course Objectives

By the end of the course, participants will be able to:

- Utilize advanced advertising techniques on popular social media platforms
- Setup conversion tracking on social media and Google AdWords
- Use advanced advertising features in Google Paid Search
- Recognize and use advanced SEO techniques to rank on top positions
- Understand CRO to improve conversions
- Employ powerful display retargeting techniques using AdRoll
- Understand and utilize the power of influencers' marketing and affiliate marketing

Programme Details:

Code: MPS-8001

Programme Duration: 5 Day

Who Should Attend:

This course is designed for digital, sales, marketing and media professionals; as well as webmasters, web developers, key managers and any business persons with previous experience in digital and social media marketing who are seeking to take their digital skills to the next level.

Certificate in Retail Management

Course Overview

This course helps existing and potential retail managers acquire the required knowledge and apply the needed skills to grow their businesses and careers. The course provides knowledge and understanding of retailing in the 21st century and shows how managers can contribute more to the success of their organizations. The course delves into the critical strategy development steps necessary to manage retail sales associates, create critical retail metrics to measure performance, and devise a retail sales management approach that really works.

Course Methodology:

The course uses a mix of interactive techniques such as videos, brief presentations by the consultant and the participants, group workshops and case studies, self assessment tools and relevant templates.

Course Content:

The retail environment and challenges

- Retailing defined, • Today's retail environment
- The pillars of retail (7Ps) and related metrics
- Retailing and marketing channels

Retail strategies and business intelligence

- Retail competitive strategies, • The 5 dimensions of a retail strategy
- The 'est' model: achieving strategic positioning
- Assessing strengths and weaknesses for better positioning
- Retail leadership guidelines
- The components of retail business intelligence
- Business intelligence and retail operations

Store sales performance metrics

- Critical performance questions, • What to measure and when
- 15 key retail metrics, • The strategic profit model (DuPont analysis)
- Computing the store's return on net worth

Retail sales management and coaching

- The new role of the retail sales associates
- Relationship selling and retailing
- The retail sales management process: Hire, Train, Set goals and objectives
- Define and measure metrics, Motivate, Evaluate performance
- Reward and incentivize

Retail performance management

- The critical components of retail performance
- Improve the quality of leadership, Instill a high performance culture
- Develop and implement HR programs and processes
- Evaluating individual performance levels
- Developing balanced scorecards (store and retail sales associates)

Customer service management

- Trends in customer relations, • Shaping customer perceptions
- Developing your own service strategy, • Customer service requirements
- Key ingredients of service strategy, • Facts about customer complaints
- A retail success blueprint

Course Objectives

By the end of the course, participants will be able to:

- Build awareness of the retail industry to foster career growth among people who work in retail
- Assess their own strengths and weaknesses to devise sustainable strategies to survive and grow in competitive markets
- Create and analyze retail metrics to monitor store performance and enhance retail staff productivity
- Explain the retail sales management process and lead, coach, and motivate retail sales associates
- Develop and implement HR processes and balanced scorecards to evaluate store and individual performance levels
- Interpret customer behaviour in a retail environment in order to produce a positive shopping experience
- Devise an exceptional customer service roadmap to improve customer loyalty and boost sales in a record time

Programme Details:

Code: MPS-8002

Programme Duration: 3 Days

Who Should Attend:

Most participants on this course are retail employees looking to take their retail organization and careers to the next level. The course is also appropriate for new sales managers and assistant managers as well as anyone pursuing a management career in retail or a related industry.

Corporate Social Responsibility (CSR)

Course Overview

Corporate Social Responsibility (CSR) is the principle which drives businesses to support communities and people without expecting direct financial returns. This principle is best demonstrated when CSR practices are used to connect the business to the community by supporting social issues and interests. The difficulty is finding a balance between doing good for the community and its constituents and making sure the practices benefit your business as well. This course covers CSR methods, tools, principles and practices, the ethics of CSR, communicating CSR, as well as the challenges of CSR and how to deal with them.

Course Methodology:

This training course is designed to be interactive and participatory. To maximize its effectiveness, the course relies on the use of films and videos, individual and team exercises, and case studies and scenarios.

Course Content:

Introduction to CSR

- Preliminary definitions of CSR, • Corporate citizenship concepts
- Business criticism in a CSR cycle, • Historical perspectives
- Evolving view points on CSR, • Carroll's four-part definition

The importance of CSR

- People, planet and profits theory, • Two views of CSR
- Should corporations be involved in CSR, • Arguments for and against CSR

CSR and ethics

- Definitions and relationships, • Business ethics developments
- Ways companies integrate ethics, • Engagement in a global code of business ethics, • Making decisions on ethical issues

The evolution and revolution of CSR

- The rise and fall of CSR, • The failure of CSR: three curses
- Embracing the future: five principles, • Shapeshifting: from CSR 1.0 to CSR 2.0

Rules for effective CSR communication

- Characteristics of information relating to CSR, • Rule #1: act first, talk later
- Rule #2: the why and the wherefore, • Rule #3: be prepared
- Rule #4: CSR must be a boardroom priority, • Rule #5: involve the employees
- Rule #6: extract messages, • Rule #7: everybody is different
- Rule #8: embrace dialogue, • Rule #9: become an example of good practice
- Rule #10: responsible product brands

Challenges of CSR

- Friedman versus Russell, • Dimensions of CSR, • Models of CSR
- Features of CSR models, • CSR in developing countries, • Drivers of CSR in developing countries, • CSR implementation framework, • Common mistakes in CSR, • Factors to consider in a business case for CSR

Course Objectives

By the end of the course, participants will be able to:

- Explain the history, concepts, and Carroll's four-part definition of corporate social responsibility
- Outline the reasons why CSR is important in the public and private sectors
- Recognize how business ethics, CSR and corporate governance are converging
- Illustrate the evolution and revolution of CSR
- Implement the ten rules for effective CSR communication to reach optimal communication outcome
- Create a competitive advantage by identifying various CSR challenges

Programme Details:

Code: MPS-8003

Programme Duration: 3 Day

Who Should Attend:

Professionals in private companies, NGOs, local, regional and international organizations and governments who are currently involved in CSR, or who would like to be involved in CSR, and wish to apply and embed the concept of CSR in their institution.

Consultative and Digital Selling Masterclass

Course Overview

This sales course goes far beyond the transfer of information by enhancing core competencies in both functional and interpersonal areas. The main purpose of this course is to drive significant improvement in sales force performance by addressing the selling skills, communication practices, and ability to adapt different selling styles to meet customers' requirements, and to master digital selling best practices to generate leads and increase conversion rates. The course also focuses on empowering salespeople to progress from transaction-focused selling to true consultative selling which will transform the sales relationship into a collaboration-focused business partnership that produces dramatic, long-term and measurable sales results.

Course Methodology:

The course employs a variety of exercises, case studies, concepts, related videos, and hands-on digital marketing practices to enhance learning. Participants will be working in groups in order to find practical recommendations and solutions to different selling scenarios and find the most suitable and applicable practices for their individual cases.

Course Content:

Selling in the new millennium

- The new selling landscape, • Evolution of personal selling
- The new sales competencies, • Future trends in selling
- The personal selling profile

Consultative selling: process and modes

- Product-selling versus consultative selling
- Mastering the consultative selling process: Rapport, Needs analysis Solution, Propose, Close, Service
- Different consultative selling modes: Value-based selling, SPIN® selling
- Cross-selling and up-selling techniques

Sales planning and forecasting

- The importance of setting a sales plan, • The components of a sales plan
- Sales forecasting guiding principles
- The importance of qualitative and quantitative data
- Sales forecasting techniques: The extreme points method
The least square method, Computing the seasonality index

Breakthrough sales negotiation

- Negotiation versus persuasion, • The critical rules of negotiation
- Preparing the 'negotiation envelope', • Concession management
- Negotiation tactics

Marketing initiatives for sales people

- The difference between sales and marketing, • Push versus pull strategies
- The role of marketing in supporting sales, • The seven 'musts' of marketing
- Marketing tips for getting the best buyers,
- How to deal with buyer behaviour styles

Digital selling strategies: lead generation and campaigning

- Facebook for business
- LinkedIn for business

Course Objectives

By the end of the course, participants will be able to:

- Identify the changing strategic and operational demands on the sales function and enhance required knowledge and skills
- Master the process of consultative selling to manage the customer buying process based on the understanding of the different selling modes
- Devise sales plans and use various forecasting models to better handle internal and external customers' expectations
- Develop marketing initiatives to attract and retain the best buyers
- Use digital selling to generate leads, increase conversion rates, and embrace the technology needed to grow and engage accounts

Crisis Communication Skills

Course Overview

What do the 2010 British Petroleum spill, the disappearance of Malaysia Airlines flight MH 370, and the financial crisis of 2008 have in common? They were all unexpected crises that rocked the world and created seemingly insurmountable Public Relations (PR) challenges for the organizations involved. This course provides participants with the opportunity to identify how a crisis can impact an organization and what should be done to mitigate its effects. The course focuses on how to prepare the communication function to respond rapidly and effectively in the event of a crisis in order to be able to manage perceptions in the media and online.

By attending this course, you will learn best practices in crisis communication management, situation analysis, risk assessment, crisis team formation and responsibilities, protocols, and resources to be used such as crisis manuals and communication tools.

Course Methodology:

The workshop is designed to be interactive and participatory with the occasional use of various educational and training tools. The course also relies on the use of real life cases aimed at helping the participants translate the theory into application in an effective and efficient manner. The course is built on four learning pillars: concept learning (lectures and presentations), role playing (group exercises), experience sharing (roundtable discussions) and exposure to real world crises and policy choices which participants may confront.

Course Content:

Introduction

- Definition of a crisis, • Overview of communication
- Various types of crises, • Key aspects of a crisis, • Evolution of a crisis

Principles of crisis communications

- Setting your clear objective, • Responding quickly
- Accepting responsibility, • Appropriate messaging
- Profiling your audience, • Showing and maintaining credibility
- Coordinating with others, • Continuous monitoring

Crisis management process

- Pre-crisis phase: Crisis Management Plan (CMP), Crisis Management Team (CMT)
The spokesperson's role
- Crisis event phase: Initial response, Reputation repair
- Post crisis phase: Lessons learned, Follow up with communication

Crisis communication and media

- Media and communication, • Media as a partner in crisis response
- Social media and crisis communication, • Social media as a beneficial tool or a challenge, • Dynamic use of social media in crisis communication

Dimensions of crisis communication management

- Standard operating decisions dimension, • Victims management dimension
- Trust and credibility dimension, • Behaviour dimension
- Professional expectations dimension, • Ethical dimension, • Lessons learned

How to measure your results in a crisis

- Measuring outputs, • Measuring impact, • Measuring outcomes
- Steps for a measurement program, • Defining your objectives
- Defining your audience, • Defining your criteria and benchmarks
- Deciding upon your timing, budget and measurements tools
- Analyzing results for conclusions and recommendations

Course Objectives

By the end of the course, participants will be able to:

- Identify the different types of crises and their aspects
- List the various principles of crisis communication
- Devise crisis management processes aimed at mitigating potential crises in their organizations
- Demonstrate the benefits of using the media in a crisis situation
- Evaluate and prioritize the dimensions involved in crisis communication management
- Analyze and interpret results achieved through crisis communication management

Programme Details:

Code: MPS-8004

Programme Duration: 5 Days

Who Should Attend:

Sales reps, sales supervisors/managers, and account managers who would like to master tactics, selling modes, and embrace futuristic sales practices using digital initiatives that are the foundation of successful modern selling. The course is also beneficial for people who are involved in commercial activities at all levels of the organization.

Programme Details:

Code: MPS-8005

Programme Duration: 3 Day

Who Should Attend:

This course is targeted at team leaders, supervisors and managers of public relations sections as well as any staff member who may be involved in managing communication issues during a crisis.

Customer Satisfaction and Loyalty

Course Overview

This course fits comfortably between two categories: customer service and marketing. Have you ever wondered what makes some organizations shine in the hearts and minds of customers, achieve the highest levels of customer delight and at the same time generate record profits? In this course we blend customer service and marketing to give a practical insight into the workings of such successful organizations. We cover concepts such as customer satisfaction and loyalty, customer segmentation, profitability, customer satisfaction surveys, the customer value proposition and loyalty schemes, to help you create a roadmap that will take your organization to new heights.

Course Methodology:

This course relies on presentations by the consultant followed by written or oral questions as well as case studies and analysis of real industry examples, application exercises to practice the concepts acquired and the development by participants of survey questionnaires in addition to other group presentations and exercises.

Course Content:

Key definitions

- Customer satisfaction, retention, loyalty and delight, • Levels of loyalty
- Customer satisfaction and loyalty, Customer delight

Key loyalty measurements

- Customer Satisfaction Index (CSI) and Customer Retention Rate (CRR)
- Profit impact of CRR, • Customer life expectancy, • Customer loyalty index

Loyalty and profits

- The cost of loyalty
- Generally Accepted Accounting Principles (GAAP) shortfall
- Activity Based Costing (ABC), • Customer profitability and the whale curve
- Customer profitability at best practice companies, • The strategy quadrants

Customer satisfaction surveys

- Surveys and questionnaires: Objective of the survey, Population of interest
- Writing the questions, Sampling methods, Administration and analysis
- Customer surveys guidelines, • Different survey metrics
- Types of satisfaction surveys: transactional versus image-based satisfaction surveys, • Who and what to measure, • How to ask, • Loyalty components
- The importance of demographics

Segmenting your customers

- Attitudinal and behavioural dimensions
- Demographic variables, consumer and business, • Customer profiling
- Customer modelling, • Types of business customers (B2B)

Key to loyalty: a 'customer value proposition' that works

- The value proposition: definitions, • Why a value proposition
- Building the value proposition, • Articulating the value proposition
- The strong value proposition: conclusion

Customer loyalty and loyalty schemes

- How to foster loyalty, • The 6 Ps of customer loyalty, • The two tier approach
- The laws of customer loyalty, • Loyalty schemes: background and justification, • Loyalty schemes: what to avoid, • Types of loyalty programs
- Reasons to join, • Different loyalty schemes, • Rewards and perceived value
- Maximizing the results

Course Objectives

By the end of the course, participants will be able to:

- Explain customer satisfaction, retention and loyalty and measure them in a meaningful and systematic way
- Defend the use of a profitability dimension to any customer loyalty strategy
- Arrange, plan and manage impactful customer satisfaction surveys
- Define customer segments, profiles and models for maximum strategic as well as tactical impact
- Create 'customer value propositions' that work
- Develop effective loyalty schemes: know what to avoid and how to improve them

Programme Details:

Code: MPS-8006

Programme Duration: 3 Days

Who Should Attend:

All marketing staff at any level in the organization, Customer Relationship Management (CRM) departments, market research, loyalty scheme managers and supervisors, product managers, business unit managers, sales managers and supervisors, customer care managers and supervisors, analysts and any interested decision maker, department head or supervisor.

Digital Marketing Hands-on Masterclass

Course Overview

In simple terms, "digital marketing is the promotion of products or brands via one or more forms of electronic media. Digital marketing differs from traditional marketing in that it involves the use of channels and methods that enable an organization to analyze marketing campaigns and understand what is working and what isn't – typically in real time" (SAS). This course gives participants richer understanding of the foundations of the new digital marketing landscape and provides them with a new set of stories, concepts, and tools to help them digitally create, distribute, promote and price products and services. Participants will have individual laptops for immediate practice and implementation of learned concepts. Hands-on application will be a vital advantage for participants attending this course.

Course Methodology:

The course is action and deliverable oriented. It includes short presentations on relevant topics by the consultant and participants and the completion of the participants' own digital marketing plan using their workbook and the supplied laptops.

Course Content:

Digital marketing: overview and scope

- Digital marketing versus traditional marketing
- B2B and B2C most ideal platforms: Facebook, Twitter, LinkedIn, Business blogging
- Auditing your website, • The seven step digital marketing plan
- Organizing your digital marketing calendar

Search engine optimization

- SEO-definition, • 21 SEO tips that digital marketers need to know

Google AdWords

- Setting up Google AdWords campaigns content structuring
- Finding and selecting the right keywords, • Campaign setup procedure
- Organizing Ad groups, • Optimizing landing pages, • Bid management
- Analytics – measure and fine-tune

Google Analytics

- Understanding dashboard – audience | advertising | traffic source | content | conversions, • Taking decisions based on Analytics reporting
- Defining business goals and objectives, • Measuring tools and methods
- Measuring your site's ROI
- Introduction to goal conversion – tracking the conversions
- Tracking social media traffic – advanced segmentation
- Tracking phone calls with Google Analytics
- Integrating your Google AdWords campaigns into Google Analytics

Social media marketing: full engagement campaigns

- Overview and some brief statistics
- Social media marketing strategy: Setting up social media goals
- Be selective: Find out where your targeted people connect
- Popular social media networks, Facebook graph search – SEO for Facebook

Find out where your targeted people connect

Popular social media networks

Facebook graph search – SEO for Facebook

Knowing your audience: Setting up Facebook Ads for your targeted demographics and their interests, Setting up LinkedIn Ads for your targeted industry and prospects

Google Alerts – monitoring your brands, competitors, and industry trends, Hashtags – best practices and tools

Inbound Marketing – overview and methodology: Self-hosted blogging – tips and tools, Lead generation

Course Objectives

By the end of the course, participants will be able to:

- Evaluate the use of digital platforms in formulating a solid market strategy and identify appropriate business applications of each.
- Recognize opportunities for using Search Engine Optimization (SEO) to provide value to their company and benefits to their customers.
- Set up Google AdWords campaigns to enhance their organization's engagement with customers and increase their organization's overall market share through social media marketing.
- Apply the concepts of Google Analytics to investigate marketing channels and learn how to leverage them. Launch a full digital marketing campaign to enhance the interface with customers, generate sales leads, and create brand awareness.

Programme Details:

Code: MPS-8007

Programme Duration: 5 Day

Who Should Attend:

The course is designed for marketing and communications professionals who wish to gain a greater understanding of digital marketing, social media, and the latest trends in marketing management.

Events and Conferences Management

Course Overview

This course presents principles and practices for individuals who plan and organize events, meetings, conferences, or conventions. By gaining a clear understanding of the event planning process, developing management skills and getting familiar with the best practices in the event industry, participants will be better prepared to run their own event or conference. This course will also cover event planning tools to manage time, space, money, human resources, information, materials and problems that may arise through the event planning process.

Course Methodology:

The course is designed to be interactive and participatory, and includes various learning tools to enable the participants to operate effectively and efficiently in a multifunctional environment. The course is based on four learning pillars: concept learning (lectures and presentations), role playing (group exercises), experience sharing (roundtable discussions) and exposure to real world problems and policy choices confronting delegates.

Course Content:

Events and conferences planning

- Definition of events and conferences, • Types of events and conferences
- Aim of a conference, • Importance and concepts
- Collecting information needed in planning, • Setting smart objectives
- Preparing the event plan with detailed activities and schedules
- Selecting the venue and agreeing on the site of the event or conference

Organization of the event or conference

- Choosing human resources for the management of the event or conference
- Forming different specialized committees
- Training and motivating the teams in charge of managing the event or conference

Promotional activities for events and conferences

- Marketing the conference, • Factors attracting participants
- Promotion and advertisement of events or conferences
- Steps needed for the promotion and marketing of the event or conference
- Setting a plan for the promotion of events and conferences

The different functions for managing events and conferences

- The official airline carrier, • Arrangements for accommodation
- Conference registration process, • Social programs
- Public relations and media

The financial aspects of the conference

- Preparing the conference budget, • Fixed expenses, • Variable expenses
- Conference revenues, • Determining the registration fees
- The financial committee

Organizing exhibitions

- Importance of exhibitions in conferences, • Goods and services in a conference, • Pricing policy in exhibitions, • Application for an exhibition
- Promoting the exhibition, • Managing exhibitions, • Criteria for selecting exhibitors, • Contacting exhibitors

Follow up and evaluation of conference and events activities

- Monitoring the event or conference activities, • 'SMART' objectives
- Key factors in assessment, • Benefits of follow up
- The coordination and follow up committee, • Follow up and evaluation

Course Objectives

By the end of the course, participants will be able to:

- Identify the types of events and conferences in order to execute a more effective plan
- Organize, assess and motivate various committees involved in managing events and conferences
- Promote their events and conferences by planning and setting a step by step promotional plan
- Explain the various functions for managing events and conferences
- Prepare and control the financial aspects of a conference
- Plan and organize different kinds of exhibitions
- Examine all activities in order to evaluate them and to follow up on the events

Programme Details:

Code: MPS-8008

Programme Duration: 3 Days

Who Should Attend:

Managers, supervisors and officers involved in the planning or management of events, exhibitions and conferences as well as managers and officers of public relations.

Key Account Management

Course Overview

This course is designed to transform participants into business advisors and high yielding and profit generating relationship managers whom clients rely on and companies value. The course shows participants how to build long term, value based relationships with large accounts, penetrate them for additional business, and maximize the revenue they generate while reducing the time and costs in managing them. The course also provides a strong focus on quantitative approaches to account qualification and account planning best practices.

Course Methodology:

The course includes self assessment tools, planning and analytical templates, and psychometric self assessment instruments to measure personal abilities to accommodate different personality styles. Group exercises and case studies will also be integral parts of the training methodology used.

Course Content:

Key Account Management (KAM) defined

- The changing nature of sales force activity, • Definition of key account management, • Criteria for qualifying Key Accounts (KA), • Strategic accounts versus key accounts, • Objectives of KAM, • Managing customer profitability and Customer Relationship Management (CRM): Definition and goals of CRM, The value of loyalty, Acquisition costs and life time value (LTV)

Account analysis: defining and selecting KA

- KAM: best practice actions, • Account analysis insights, • Account analysis methods: The single factor models, The portfolio models, The decision models
- Important 'KPIs' for KA qualification: Computing the cost per call, Break even sales volume, Result based simulation.

Key account relational development model

- Business partnership defined, • The partnership skill set
- The KA relational development model: Pre-relationship stage, Early relationship stage, Mid-relationship stage, Partnership relationship stage, Synergetic relationship stage, • Reasons for divesting partnerships, • The KA quiz

The Key Account Planning process (KAP)

- Two layers of planning, • Prioritizing efforts, • Important business analysis: Customer analysis, Past business analysis, Competition analysis
- Identifying opportunities: 'SWOT' analysis
- Developing account strategy: 'TOWS' analysis

The critical role of key account managers

- Understanding the role and responsibilities of key account managers
- Harnessing daily to-do-lists to optimize sales productivity
- Identifying and working with different personality styles
- Presentation skills for key account managers

Course Objectives

By the end of the course, participants will be able to:

- Define the functions of key accounts and their importance for the commercial organization
- Identify and prioritize key accounts to measure their profitability and qualify their strategic importance for their company
- Classify the different levels of customer relationships to enhance the way they interface with customers
- Develop customer focussed plans and strategies needed in the development of key accounts
- Build core key account competencies to meet the ever changing challenges in the market

Programme Details:

Code: MPS-8009

Programme Duration: 3 Day

Who Should Attend:

In addition to key account managers and sales managers, this course is targeted at cross functional personnel who seek to understand modern customer management practices to improve cross functional support and develop personal careers in key account management.

Marketing Communications and Media Planning Workshop

Course Overview

'Advertising and marketing communications' is the art and business of developing and communicating messages that provide consumers with information about products, services and ideas. Marketing communications is exciting, creative, demanding, rewarding and challenging. This course is designed to provide training in the theoretical and practical aspects of modern marketing communications. Participants will review the many marketing tools available, digital or conventional, and learn about the whole advertising and communication function using a variety of media techniques geared for campaign success.

Course Methodology:

The course includes group exercises and case studies, brief presentations by the participants to defend the findings related to case studies, videos, and comprehensive workshops.

Course Content:

The role of promotion and the marketing mix

- An overview of the marketing mix, • The role of promotion in marketing
- The elements of the promotion mix: Advertising, Personal selling, Public relations, Sales promotion

- Promotion mix strategies across the Product Life Cycle (PLC)

Event management: creating company or brand exposure

- Creating an event concept, • Key elements of event design
- Event planning and execution, • Aligning event elements with company or brand identity, • Creating an event check-list

Launching and advertising campaign

- Marketing communications objectives, • Characteristics of a successful campaign, • Steps in creating an advertising campaign
- A typical IMC plan template: Situational analysis, SWOT analysis
- Marketing communications objectives
- Marketing communications message objectives
- Marketing communications strategies, Marketing communications mix
- Marketing communications budget
- Marketing communications media scheduling
- Marketing communication implementation, monitoring and control
- The role of the advertising agency, • Typical full-service agency organization, • What to ask from the advertising agency
- Team workshop: launching a full MARCOM campaign

The framework of promotional campaigns

- Assessing the brand's strengths and weaknesses
- Identifying a clear positioning, • Identifying the target market
- Selecting a consistent message, • Evaluating different creative briefs
- Agreeing on the final strategic copy

Digital marketing campaign strategies

- Traditional versus digital marketing
- Some digital marketing tools: Facebook, Twitter, LinkedIn, Google plus
- Email marketing, • Mobile marketing, • Pay per click marketing
- Preparing and managing a digital marketing campaign
- Website analytics: measuring the effectiveness of digital marketing

Course Objectives

By the end of the course, participants will be able to:

- Describe the field of marketing communication and explain the characteristics of successful campaigns (offline and online)
- Optimize visibility of brand or company image by exercising well rounded knowledge of event concepts and strategies
- Define the principles of Integrated Marketing Communication (IMC) and describe how companies apply these principles to ensure messages are heard by both consumers and businesses
- Apply insights and skills needed to manage special marketing communications issues and create successful solutions
- Recognize and implement social media vehicles and tactics to maximize the marketing campaign return on investment

Public Relations and Media Skills

Course Overview

Public Relations (PR) professionals should be prepared to use their skills to present a positive image of their company at all times. They must be prepared to respond quickly to any crisis that may arise. By putting the right effort into building a solid reputation during good times your business will be able to withstand the negative press if a crisis were to arise. Participants on this course will understand their role as PR professionals, acquire verbal and written communication techniques, and get the ability to evaluate crisis situations and deal with the media while promoting the reputation of the organization.

Course Methodology:

The course is designed to be interactive and participatory, and includes various learning tools to enable the participants to function effectively and efficiently. The course is built on the following learning pillars: presentations and facilitation by the trainer, group exercises, roundtable discussions, video clips, case studies and debriefing.

Course Content:

PR concepts

- Criteria for successful PR, • PR tools, • Definition, roles and situations
- Qualities for successful PR staff

PR and communication skills

- Importance of communication in PR, • The PR officer as communicator
- Exchange of messages, • Models of communication process
- Overcoming communication barriers, • Importance of body language in PR activities, • Definition of effective writing, • Use of clear language, • Writing memos, letters, • Preparing colorful newsletters, • Designing and preparing attractive brochures

PR responsibilities

- Corporate image identity and reputation, • Benefits of an effective corporate image, • Internal and external spheres
- Forming a corporate image on the spheres

PR and the media

- Definition of media, • Types of media, • Recorded and live interviews, • Behaviour during media interviews, • PR and the media: the tools, • Press conferences, • Preparing press kits, • Preparing press releases, • Dealing with the media
- Building good relations with the media, • Dealing with the press during times of crisis

Presentation skills and delivering a speech

- Key characteristics of dynamic speakers, • Importance of preparation
- Selecting a topic and purpose, • Analyzing the audience, • Rehearsing the speech
- Public speaking anxiety, • Verbal characteristics and eye contact

The PR promotional role

- Decision making process of consumers, • Corporate community involvement
- Marketing PR (MPR), • PR role in marketing, • Sponsorship and promotions
- Organizing different exhibitions

Course Objectives

By the end of the course, participants will be able to:

- Analyze and assess the latest PR concepts and strategies in a variety of contexts
- Appraise certain PR techniques and approaches appropriately in order to link them to the working environment
- Demonstrate key PR skills relating to verbal and written communication as well as editorial, layout and production techniques
- Apply the main media skills in PR
- Prepare, present and deliver effective oral messages in public
- Use their PR skills as promotional tools

Programme Details:

Code: MPS-8010

Programme Duration: 3 Days

Who Should Attend:

The course is designed for professionals in marketing, communication, advertising, public relations, human resources, sales, and business development who need practical, up-to-date knowledge of marketing strategy and techniques. The course is aimed at all types of organizations such as large corporations, government agencies, small businesses and non profit entities.

Programme Details:

Code: MPS-8011

Programme Duration: 3 Day

Who Should Attend:

Public relations officers and other key personnel in the organization whose work involves contact and interaction with the internal and external public, particularly managers and supervisors in the areas of personnel, marketing, sales, training and administration. Managers and employees involved in media activities will also benefit from this course.

Public Relations Campaigns: From Planning to Execution

Course Overview

We cannot emphasize enough how important it is to plan ahead for your public relations program. A public relations (PR) plan is imperative to a professional, comprehensive campaign. According to modern day research, more than 50% of new businesses fail the first year. Why? Lack of proper planning and resources in their PR function. If you find it challenging to write a PR plan or find it daunting to execute, do not worry, this course will have you covered. By attending this highly engaging and interactive course, you will be guided through a road map which will give you the knowledge and skills necessary to create and implement a successful PR campaign.

Course Methodology:

The course is designed to be interactive and participatory, and includes various learning tools to enable the participants to function effectively and efficiently in a multilateral environment. The course is built on four learning pillars: concept learning (lectures and presentations), role playing (group exercises), experience sharing (roundtable discussions) and exposure to real world problems and solutions.

Course Content:

PR recap

- PR: definitions, concepts, • Stakeholders in PR, • The many components of PR
- Key differences between PR and advertising

Creating and implementing a public relations plan

- PR plan: definition and needs, • Characteristics of a PR plan
- SWOT analysis (Strengths, Weaknesses, Opportunities and Threats)
- Target audience(s), • Goals (what we hope to accomplish)
- Objectives (what needs to be done), • Key messages: simple and descriptive
- Strategy (methods to accomplish objectives), • Tactics (deadlines and cost)
- Timeline and responsibilities

Contributions of PR campaigns to strategic management

- PR and strategic management, • Taking a strategic approach
- What can PR accomplish, • Environmental scanning
- Internal and external environment, • Managing issues

Crisis management using PR

- Defining and identifying a crisis, • Remembering the rules in a crisis
- Phases of a crisis, • The disclosure principle
- The symmetrical communication principle, • The relationship principle
- The accountability principle

Importance of the organizational image

- Public opinion (attitudes, opinions, actions), • Building the organizational image, • Variables of managing the image, • Image and reputation management, • From identity to reputation, • Relationship management

Measuring PR effectiveness

- Purpose of evaluation (output, outcome), • Evaluating (process and goals)
- Matching objectives and results, • Measurement (production, exposure)
- Weaknesses of the traditional approach, • Measurement techniques

Course Objectives

By the end of the course, participants will be able to:

- List and define PR concepts and differentiate between PR and advertising
- Create and implement a PR plan
- List contributions of PR campaigns to strategic management
- Manage a crisis using PR
- Explain the importance of organizational and corporate image
- Measure PR effectiveness

Sales Professional Certificate

Course Overview

This course is perfectly positioned for those starting a career in sales. It is also of great benefit to experienced sales professionals who would like to refresh their selling skills and techniques with the latest developments in this vibrant field, and to other professionals keen on understanding the sales function in general. While this course focuses on providing participants with core knowledge about sales as a function and as a process, it will also give them an in-depth understanding of self-management, the art of prospecting, opportunity planning and resource allocation. In addition, participants will acquire several skills related to negotiating deals, overcoming obstacles, resolving customer issues and closing sales.

Course Methodology:

The 'Sales Professional Certificate' course is highly interactive. Participants will enjoy working with business cases extracted from real life situations taking them from understanding the situation to finding a solution. The course leverages role play techniques where participants work and present scenarios related to deal negotiation, building relationships or problem resolution. Such role plays foster confidence, analytical thinking, and teamwork.

Course Content:

The changing business environment

- The evolution of personal selling: Marketing, Consultative, Strategic, Partnering
- Social
- The new sales competencies, • Behaviours, characteristics and skills of a successful salesperson, • Assessing performance according to specific sales indicators
- The 10 root causes of sales problems, • Personal selling profile

Preparation and self-organization

- Personal management: Self-mastery, Personal planning, Self-talk, Personal image
- Time management for sales people, • Understanding the psychology of selling
- Developing strategies for sales success

The sales process

- Prospecting and qualifying, • Pre-approach, • Approach
- Presentation and demonstration, • Overcoming objections, • Closing
- Follow up and maintenance, • Product selling versus service selling
- A glimpse into different selling models

Business negotiations skills

- Principles of successful negotiations: Communication, Planning
- Trading concessions, • The six elements of successful sales negotiations
- The power of questioning and probing, • The BATNA principle
- Establishing ranges and understanding the limits

Managing the customer relationship

- Basics of building customer relationships, • 5 rules for successful relationships
- The essence of attitude in relationship building, • The art of sales communications
- Influencing sales outcomes

Course Objectives

By the end of the course, participants will be able to:

- Identify the right professional selling behaviours and skills needed to maximize sales performance
- Develop the right personal habits to optimize selling effectiveness
- Apply the different steps of the sales process and identify the need for each step
- Analyze and apply the principles of successful negotiations and handling objections
- Recognize the basics of customer relationships management and influencing outcomes

Programme Details:

Code: MPS-8012

Programme Duration: 5 Days

Who Should Attend:

PR officers and any other key personnel involved in creating and enhancing a positive image for their organization.

Programme Details:

Code: MPS-8013

Programme Duration: 5 Day

Who Should Attend:

This sales training course is designed for salespeople, sales support personnel, as well as potential candidates for sales positions who want to build and revitalize their existing selling skills.

Strategic Account Management: Roles and Best Practices

Course Overview

This course is designed to transform participants into business advisors and high-yielding and profitable relationship managers whom clients rely on and companies value. The course provides a practical roadmap to understand and grow existing and high-potential accounts. Delegates will learn how to develop account development plans, craft solid business relations with accounts, and harnessing retention strategies profitably. The course also provides a strong focus on quantitative approaches to account qualification and showcases best practices in service management necessary for growing and retaining strategic accounts.

Course Methodology:

The course includes self-assessment tools, planning and analytical templates, and psychometric self-assessment instruments to measure personal abilities to accommodate different personality styles. Group exercises and case studies will also be integral parts of the training methodology used.

Course Content:

Introduction to Strategic Account Management

- The changing nature of sales force activity,
- Definition of strategic account management
- Competencies of strategic account managers
- The strategic account management process

Account Analysis: Qualifying and Profiling Accounts

- Account analysis insights
- Account analysis methods: The single-factor models, The portfolio models
- Important criteria for determining account profitability: Computing the cost per call, Break-even sales volume
- Profiling the top 10 characteristics of your SA

Strategic Account Relational Development Model

- Business partnership defined, • The partnership skill set
- The Strategic Account relational development model: Pre-relationship stage, Early relationship stage, Mid-relationship stage, Partnership relationship stage, Synergetic relationship stage, • Reasons for divesting partnerships

The Strategic Account Planning Process

- Two layers of planning, • Prioritizing efforts
- Important business analysis: Customer analysis, Past business analysis, Competition analysis, • Identifying opportunities: SWOT analysis
- Developing account strategy: TOWS analysis
- Monitoring account performance:
Aligning the account plan with KPIs and metrics
Using a balanced scorecard to monitor overall account performance

Course Objectives

By the end of the course, participants will be able to:

- Define the functions and process of strategic account management with a highlight on its importance for the commercial organization
- Identify and prioritize strategic accounts to measure their profitability and qualify their strategic importance for their company
- Classify the different levels of customer relationships to enhance the way they interface with such customers
- Develop customer-focused plans and strategies needed in the development of strategic accounts.
- Build core strategic account competencies related to research and service management to meet the ever-changing challenges in the market.

The Sales Manager Workshop

Course Overview

Achieving outstanding sales results in an increasingly competitive world is a difficult task. Only by establishing a modern sales force management system and by training sales management personnel effectively, can today's firm compete in this field. The Certified Sales Manager course provides frontline sales managers with the knowledge, skills, and tools they need to drive bottom line performance. It focuses on improving organization and forecasting skills, as well as other technical competencies aimed at guiding salespeople towards higher performance.

Course Methodology:

The course relies on the use of a variety of case studies and exercises to develop a consistent approach to sales team management. Group presentations and self-assessment tools will also be used to create a shared language around key sales management competencies.

Course Content:

Sales Management and the Marketing Mix

- Sales management defined, • Sales management functions
- The position of personal selling in the marketing mix, • The sales competency model
- Major mistakes sales managers make

Planning, Strategy and Organization

- Sales Planning Fundamentals: Swot analysis, Formulating sales strategies
- Sales forecasting techniques
- Organizing the Sales Force, • Structuring and deploying the sales force
- Territory design, allocation, and management
- The build-up and breakdown (territory design models)
- Key account management: Best practices, • Account analysis methods

Sales Management Capstone Competencies

- The recruitment of a sales force: Recruiting and staffing of a sales force
Determining the number of sales people (models)
- Training and coaching the sales force:
Developing and conducting a sales training program
The field training process

Team Leadership and Motivation

- The sales coaching process, • Leadership principles and skills
- Situational leadership, • Motivation guidelines and principles
- The motivation mix

Sales Performance Management

- The critical importance of setting standards, • Types of standards
- Qualitative and quantitative measures of performance
- Sales evaluation models

Course Objectives

By the end of the course, participants will be able to:

- Demonstrate traits of an excellent sales manager facing modern market challenges
- Design and deliver sales strategies, organize sales territories, and use different forecasting models to optimize sales results
- Employ and train the sales team to generate increased sales and profits
- Conduct sales coaching and counselling sessions effectively
- Project leadership and team building abilities to improve sales and retain people
- Carry out productive sales performance reviews and use a wide array of sales performance evaluation models

Programme Details:

Code: MPS-8014

Programme Duration: 3 Days

Who Should Attend:

This course is targeted at cross functional personnel who seek to understand modern customer management practices to improve cross functional support and develop personal careers in strategic account management.

Programme Details:

Code: MPS-8015

Programme Duration: 3 Day

Who Should Attend:

The course is designed for sales directors, managers and supervisors who have a desire to increase their team's overall performance, productivity and profitability. It is also directed towards managers who want to increase the value they deliver to their sales reps and organization. Finally, the course will be a perfect fit for sales professionals new to or considering a move to a management role.

The Strategic and Breakthrough Selling Workshop

Course Overview

This sales course goes far beyond the transfer of information by enhancing core competencies in both functional and interpersonal areas. Its main purpose is to drive significant improvement in sales force performance by addressing the selling skills, communication practices and the ability to adapt different selling styles to meet customers' requirements. It also focuses on empowering salespeople to progress from transaction focussed selling to true consultative selling, thus transforming the sales relationship into a collaboration focussed business partnership that produces dramatic, long term and measurable sales results.

Course Methodology:

The course employs a variety of exercises, case studies, concepts, and related videos to enhance learning. Participants will be working in groups to brainstorm to find practical recommendations and solutions to given selling scenarios and find the most suitable and applicable practices to their individual cases.

Course Content:

Selling in the new millennium

- The new selling landscape, • Evolution of personal selling
- The new sales competencies, • The new sales rep profiles
- The root causes of sales problems, • Future trends in selling
- Personal selling profile

Emerging selling modes

- It is not what you sell, it is how you sell
- Mastering the selling process (a value based approach)
- The anatomy of different emerging selling modes: Transactional selling
Consultative selling, Enterprise selling, Solution selling
- Cross-selling and up-selling techniques
- Workshop: consolidating selling best practices
- Profiling the top 10 characteristics of your SA

Sales planning and forecasting

- The importance of setting a sales plan, • The components of a sales plan
- Sales forecasting guiding principles
- The importance of qualitative and quantitative data
- Sales forecasting techniques: The extreme points method, The least square method, The moving average method
- Workshop: writing an effective sales plans

Breakthrough sales negotiation

- Negotiation versus persuasion, • The critical rules of negotiation
- Preparing the 'negotiation envelope' and mastering the 'rule of halves'
- Concession management, • Negotiation tactics
- Workshop: preparing a full negotiation planning template

Monitoring sales performance and growth

- Setting sales metrics and KPIs, • Aligning the sales plan with KPIs
- Using a balanced scorecard to monitor performance
- Workshop: preparing your own balanced scorecard

Managing the customer life cycle and retention

- Understanding the customer life cycle and calculating its value
- The importance of learning different buyer behaviors
- How to deal with buyer behavior styles
- A roadmap for building customer loyalty and retention
- Workshop: setting a customer loyalty plan

Course Objectives

By the end of the course, participants will be able to:

- Identify the changing strategic and operational demands on the sales function and enhance required knowledge and skills
- Devise sales strategies based on the understanding of the different selling modes to manage and suit the customers' buying process
- Follow various forecasting models to better handle internal and external customers' expectations
- Apply the top thirteen negotiation tactics after mastering them to handle difficult sales negotiations
- Use Key Performance Indicators (KPIs) and balanced scorecards to monitor sales growth and performance
- Manage and control the customer's life cycle for better retention and loyalty purposes

Programme Details:

Code: MPS-8016

Programme Duration: 3 Days

Who Should Attend:

Sales reps, sales supervisors and managers, and account managers who would like to master tactics, selling modes, and sales performance issues that are the foundation of successful modern selling. The course is also beneficial for people who are involved in commercial activities at all levels of the organization.

The Strategic Marketing Plan

Course Overview

A marketing plan clarifies the key marketing elements of a business and maps out directions, objectives, and activities for the business and its employees. This course tackles several aspects of a company's marketing and promotion plan such as the marketing mix (the 4Ps), the evaluation of marketing opportunities, researching, analyzing and identifying target markets and developing a strategic position for the company in order to implement the strategy. The course covers everything from preparation and implementation of the marketing plan to measuring and evaluating the results of the organizational marketing efforts.

Course Methodology:

The course employs a variety of case studies and exercises aimed at enhancing the right set of skills needed to develop and monitor the implementation of a strategic marketing plan. Group presentations and short debriefs related to different strategic marketing planning topics will also be integral parts of the course.

Course Content:

The marketing concept

- Scope and functions, • Competitive pressures changing the world
- The smart bomb strategic approach, • Definition of strategic planning
- Organizing the general planning framework

The marketing planning process

- The benefits of planning, • Reasons to write a marketing plan
- The marketing plan format, • The marketing planning process
- Setting 'SMART' objectives and goals
- Linking the marketing strategy to the vision, mission and objectives of the company

The business situation analysis

- The components of a company's environment, • The framework for competitive analysis, • Components of internal analysis, • Components of external analysis
- Competitive and customer analysis, • Environmental analysis
- 'SWOT' analysis, • The five forces diagram
- Portfolio analysis and design (the Boston Consulting Group matrix)
- Workshop: marketing analysis

Planning segmentation, targeting and Positioning

- Basis for segmentation, • Benefits of segmentation
- The market segmentation process, • Criteria for B to B segmentation
- Effective positioning, • Steps in market segmentation, targeting, and positioning
- Creating a powerful value proposition
- Workshop: crafting a value proposition and positioning

Strategy development

- Considering different strategic alternatives ('TOWS' analysis)
- Analyzing different marketing strategies, • The growth strategy matrix
- Factors shaping the choice of strategy, • Blue ocean versus red ocean strategies
- Workshop: formulating strategies and contingencies

Tactical planning applications

- Setting the scene: the marketing mix, • The components of the marketing mix
- Using the marketing mix model, • Workshop: setting the marketing mix

Course Objectives

By the end of the course, participants will be able to:

- Apply a logical step-by-step process to produce a sound marketing plan
- Devise a marketing plan that builds on marketing audit findings
- Use marketing audit findings to identify effective strategies and tactics
- Develop the components of the strategic marketing plan
- Identify and implement the different marketing warfare strategies (offensive, defensive and flanking)

Programme Details:

Code: MPS-8017

Programme Duration: 3 Day

Who Should Attend:

General managers, marketing managers, product and sales managers will find excellent value in attending. Market researchers, planning managers, and other practicing managers associated with the development of marketing plans, will also significantly benefit from the course.



Planning & Strategy





Advanced Budgeting Workshop

Course Overview

'Advanced Budgeting Workshop' is the second level course in budgeting after Pib Knowledge 'Effective Budgeting and Cost Control' course. It goes beyond the theory of budgeting as a concept to cover specific steps to make the budget a value-added process in the organization. By building user-friendly models and applying scenario analysis, management will spend less time gathering data and more time analyzing this data for decision making. Several Microsoft Excel tools are used throughout this course to make it practical and to provide participants with the skills needed to apply these tools in their organization immediately. Such tools include 'what-if' analysis and the 'solver', among many others.

The course also highlights some of the main forecasting models and the detailed evaluation of capital budgeting techniques, all of which are applied in Microsoft Excel and put into practice.

Course Methodology:

The course is a hands-on application on how to use MS Excel in budgeting and forecasting. Participants will be involved in exercises, individual and group presentations, and will work on several case studies.

Course Content:

Budgeting and planning

- The budget and the functions of management, • Budget as a planning tool
- Budgets and the key financial statements,
- The top-down versus bottom-up process

Budget cycle, process and approaches

- The budget cycle, • Characteristics of successful budgeting
- Making the budget a value-adding activity
- Top ten problems with budgeting
- Choosing the proper budgeting approach: Incremental budgeting, Zero-based budgeting, Flexible budgeting, Kaizen budgeting, Activity based budgeting, Rolling (continuous) budgets and forecasts
- The master budget and its components, • Operating and capital budgets
- Best practices in budgeting, • Creating a user friendly budget template

Forecasting techniques

- Forecasting models, • Qualitative and quantitative methods
- Steps in developing forecasting models, • Time series and trend analysis
- Data conditioning techniques, • Exponential smoothing and moving averages, • Simple and multiple regression analysis.

Advanced capital budgeting evaluation techniques

- Business risk and cost of capital, • Classifying investment projects
- Cash flow estimation, • Analyzing investment and operating cash flows
- The time value of money concept, • The required rate of return
- Net Present Value (NPV), • Internal Rate of Return (IRR)
- Multiple internal rates of return, • Modified Internal Rate of Return (MIRR)
- Profitability Index (PI), • Payback period and discounted payback period
- Capital rationing, • Comparing and evaluating techniques
- Sensitivity and risk analysis

Break-even analysis and optimization techniques

- Cost Volume Profit (CVP) analysis, • Using CVP to reach a target income
- Single product and multiple products break-even analysis
- Working with budget constraints, • Building optimization models

Course Objectives

By the end of the course, participants will be able to:

- Evaluate the budgeting process in their organizations and recommend improvements
- Create budget templates and models for their departments or organizations
- Apply several forecasting techniques to better manage uncertainties in budgeting
- Evaluate capital budgeting decisions using several methods and recommend proper action
- Utilize Microsoft Excel functions and tools in the budgeting process including break-even analysis and optimization

Programme Details:

Code: PSM-3000

Programme Duration: 5 Days

Who Should Attend:

Finance directors, managers, controllers, accountants, budget analysts, budget owners and professionals who wish to expand their budgeting knowledge.

Business Continuity Management

Course Overview

This course provides participants with concrete solutions, strategies and insights into the delivery of an effective Business Continuity Management System (BCMS)

Using tested processes and procedures, participants will analyze the risks and impacts to business operations that threats might cause. A framework for building organizational resilience will be provided to deliver an effective response for safeguarding the interests of key stakeholders, reputation, brand, and value-creating activities.

This practical course provides participants with a framework that is aligned with the ISO 22301-2012 Societal Security; Business Continuity Management Systems (BCMS) requirements.

Course Methodology:

This course will be highly interactive and include group discussions, videos, case studies and syndicate work.

Course Content:

Business Continuity Management (BCM) and Organizational Resilience

- How does Business Continuity provide value to an organization?
- Definition and ingredients of organizational resilience

Business Continuity Institute (BCI) Good Practice Guidelines (GPG) 2013

ISO 22301-2012 Societal Security; Business Continuity Management Systems (BCMS) requirements

BCM Program, Policy, Strategy and Tools

- Business Continuity Institute (BCI) Good Practice Guidelines (GPG) 2013
- ISO 22301-2012 Societal Security; Business Continuity Management Systems (BCMS) requirements, • BCM Program, Policy, Strategy and Tools

Embedding Business Continuity

- Training needs analysis, skills and competency framework
- Why do we need a Competency Framework?
- Developing a Competency Framework

Business Impact Analysis (BIA)

- Types of BIA: strategic, tactical, operational
- Implementation methods for BIA and Risk Assessment (RA)

Developing and implementing a Business Continuity Plan (BCP)

- Ownership and plan structure
- Roles and responsibilities of BC Champion and Team Leaders

Delivering a Business Continuity Exercise

- Types of testing/exercising
- Key components for delivery of an auditable exercise

Maintenance of the BCMS

- What is the function of an audit?
- BCM Steering Committee and Terms of Reference (ToR's)
- Overriding management review and continuous improvement

Course Objectives

By the end of the course, participants will be able to:

- Explain the approach for establishing an operational Business Continuity Management System (BCMS) aligned to the ISO 22301-2012 Societal Security; Business Continuity Management Systems (BCMS) requirements
- Identify components and best practices of a successful BCM Program, specifically its policy, strategy and supporting tools
- Understand the components for an effective Business Impact Analysis (BIA) that is able to meet strategic, tactical and operational requirements of an organization
- Develop a Business Continuity Plan (BCP) and delivery of a Business Continuity (BC) exercise
- Develop requirements for an auditable Business Continuity Management System (BCMS) to comply with ISO 22301

Programme Details:

Code: PSM-3001

Programme Duration: 5 Day

Who Should Attend:

Business Continuity, Quality, Audit and IT professionals such as Business Continuity Manager (BCM), Business Continuity Coordinator (BCC), Crisis Manager (CM), IT Disaster Recovery (DR) Manager or anyone with the responsibility for, or involvement with Business Continuity Plans (BCP) and/or Technology and Auditing of Disaster Recovery Plans.

Business Intelligence and Data Analysis Workshop

Course Overview

In this day and age it is no surprise for corporate staff to be overwhelmed by the abundance of unstructured data. ERPs and databases have evolved to a point where they can house amazingly large amounts of data. The question now is, what do you do with this data to add value? This program will introduce Business Intelligence (BI), hands-on, to allow you to clean, normalize, and interpret large volumes of data. You will be able to establish historical relationships, analyze the current situation and predict future strategies. The application of BI is borderless, covering operational, tactical and strategic business decisions. It spans all departments and cascades down to all users who perform data cleansing, reporting, analysis, modeling, integration and automation.

In this course we use MS Excel exclusively as an ultimate and readily available BI tool allowing you to develop an exclusive level of expertise and add immediate value to your job and company.

The course also highlights some of the main forecasting models and the detailed evaluation of capital budgeting techniques, all of which are applied in Microsoft Excel and put into practice.

Course Methodology:

This is a hands-on course on using MS Excel as a BI tool. Groups and individuals will be required to complete exercises, case studies, and projects on a daily basis.

Course Content:

Data analysis tools and techniques

- Advanced data validation using lists, dates and custom validation
- Powerful array functions, • Cell management tools: left, right, mid, concatenate, value, • Naming, editing, and managing cells and ranges
- Looking-up data, texts, and values using vlookup
- The incredible table-tools technique
- Slicing dates into day names, weeks, week numbers, month names, years and quarters

Mastering data reporting: the 19 must learn pivot-tables tools

- Creating pivot tables, • Number formatting techniques
- Designing report layout, • Sorting in ascending, descending and more sort options, • Filtering labels and values, • Expanding and collapsing reports
- Summarize data by sum, average, minimum, maximum, count
- Show values as % of total and % of, • Pivot table options, • Inserting formulas
- Data analysis, • Copying pivot tables, • Creating pivot charts
- Dynamic chart labeling, • Mastering the slicer, • Showing report filter pages
- Linking pivot tables and pivot graphs with PowerPoint, • Conditional formatting with pivot tables, • Designing reports using the getpivotdata

Data modeling and integration

- Spinner, • Check box data modeling with If function
- List box data modeling with choose function, • Scenario manager
- Linking Excel with text files, • Linking Excel with databases (Access)
- Linking Excel with Excel

The look and feel: charting and visualization techniques

- Creating dashboards, • Using the camera tool, • Using fancy fonts
- Working with sparklines, • Creating unconventional style charts

Course Objectives

By the end of the course, participants will be able to:

- Boost Excel Business Intelligence (BI) expertise in data slicing and dicing, data massaging, and data modeling
- Perform data normalization, report writing, analysis and reconciliation
- Develop dynamic BI models, dashboards, scorecards and flash management reports by linking-up Excel with Access, Text, and other databases
- Advance and enhance the look and feel of reports using dynamic visualization techniques

Certificate in Key Performance Indicators (KPIs)

Course Overview

More than ever, professionals in all types of businesses, public or private, are realizing that what gets measured gets done and what gets done well gets rewarded. This course aims at providing participants with the science of translating input and output to outcome. Through a series of case studies and workshops, the course helps participants learn and apply the fundamentals behind developing robust key performance indicators (KPIs) in all functions across all levels.

Numerous case studies and statistics have shown that achievement of strategic and operational goals have a much greater level of success when these goals are measured with the right KPIs. These KPIs will ensure that progress is measured towards the goal and will check to see if the goal is effectively achieved.

In this course participants will discover the world of KPIs, their types, uses and how they relate to each aspect of the business. They will master the step-by-step approach to developing the right KPIs and the proper dashboards or scorecards needed for monitoring and reporting these KPIs to their line managers.

Course Methodology:

The course enables the participant to practice the analysis and development of all types of KPIs through a series of workshops. The workshops are team based and use customized case studies that provoke the thought process for KPI development.

Course Content:

The Diverse World of KPIs

- Explaining KPIs and Their Crucial Role in Managing Performance
- Designing a World-Class KPI Measurement System to Guide the Right Organizational Decisions
- Defining Effective KPIs to Address the Needs of All Key Stakeholders
- Differentiating Between Types of KPIs and Their Cause-Effect Relationships
- Spotting Problems with KPI Measurement Systems and Identifying Solutions

Selecting "Mission Critical" Outcome KPIs

- Evaluating Your Existing KPI Measurement System For Enhancement Opportunities
- Using KPIs in Different Management Areas to Target Performance Plans
- Defining Financial KPIs to Measure Outcome-Based Goals
- Defining Customer Value and Satisfaction KPIs that Result from Operational Excellence

Selecting "Mission Critical" Enabler KPIs

- Defining Product and Service Quality KPIs that Target Optimal Industry Standards
- The Eight Dimensions of Quality
- Defining Process and Operational Efficiency KPIs that Drive Internal Activities
- Measuring Society Results that Ensure Sustainability
- Defining Human Capital Performance and Satisfaction KPIs that Support a High Performance Culture
- Components of Employee Satisfaction Surveys
- The Employee Satisfaction Index
- The Learning and Growth Measurement Framework
- Learning, Innovation and Growth KPIs

Succeeding in the KPI Implementation Project

- Gaining Senior Team Commitment to Drive Execution and Show Commitment
- Establishing a Winning KPI Team That is Diverse and Complementary in Skills
- Embedding a Results-Oriented Culture for the KPI Project
- Setting Up the Right KPI Development Strategy Tailored to the Organization and Its Culture
- Marketing the KPI System to All Employees to Ensure Proper Understanding of Their Roles
- Facilitating the Use of KPIs by Teams in their Working Environments
- Refining KPIs to Maintain Their Relevance in Line with Strategic Pressures

Managing the KPI Measurement Process

- KPI Data Sheets as an Essential Tool for Managing KPIs
- Types of Performance Dashboards
- Types of KPI Cascading
- Linking KPIs to Strategy to Ensure Measurement of the Right Things at the Right Time
- Designing the Interlinked KPI Measurement System
- Benchmarking and Developing Inspiring Targets
- Collecting and Analyzing KPI Measurement Data
- Evidence Collection and Criteria
- Reporting KPI Results Using Dashboards that Fit Management's Expectations
- Boosting Performance-Based on Achieved Results

Programme Details:

Code: PSM-3002

Programme Duration: 5 Days

Who Should Attend:

Business professionals, business analysts, data analysts, research analysts, finance professionals, marketing and sales professionals, HR professionals, IT professionals, administrative staff, supervisors, general business professionals and staff from any function who need to learn and apply state-of-the-art data analysis techniques to their daily business reporting and decision making.

Certificate in Leading and Managing Breakthrough Innovation

Course Objectives

By the end of the course, participants will be able to:

- Design the performance measurement system using acquired knowledge in KPIs, their role, types and uses.
- Analyze and develop the most important KPIs relevant to stakeholders and customers.
- Analyze and develop the most important KPIs to drive internal quality and productivity.
- Effectively manage the KPI measurement process in all phases.
- Employ tools to ensure the success of the KPI implementation project

Course Overview

Constant innovation is the only insurance against increasing global competition. It is critical for organizations to have leaders that understand the process of innovation and who can successfully navigate their organization through change. Those who are able to innovate and manage organizational transformation will be in a better position to capitalize on the opportunities presented by the ever-changing environment and influence the future that is being created today.

This course includes the use of ExperienceChange™ simulation software which is an expert-guided program designed to help participants execute ideas while teaching the essentials of successful change. Backed by over 20 years of research, industry insights and results, the simulation combines proven approaches with hands-on practice in an engaging, low-risk, high-impact experience. ExperienceChange™ simulates a year-in-the-life of a team leading innovation and transformation in an organization that is facing increasing competition and changing product landscapes.

Course Methodology:

This course includes the use of the ExperienceChange™ software that uses a customized case study to demonstrate the different components of innovation and organizational transformation. In addition, the course utilizes individual debriefs, group discussions, role-playing scenarios, videos, and presentations

Course Content:

Innovation and organizational transformation

- The journey to impact, • Creating a great solution, • Realizing the full potential of the solution, • The solution focus, • The organization focus

Leading innovation

- Co-creating the future, • Involving relevant stakeholders, • Problem solving methods, • Creating something new, • Design thinking
- Optimizing what exists today, • Optimizing using Lean, • Optimizing using Six Sigma

Leading organizational transformation

- The definition of organizational transformation, • Organizational transformation as a discipline, • Organizational transformation lessons, • Assessing the situation
- Interviewing stakeholders, • Driving forces, • Restraining forces, • Force Field
- The journey from challenge to impact, • Feeling the dip, • Moderating the dip
- Realizing great solutions through transformation
- The organizational transformation process

Aligning key stakeholders

- Step 1: Understand the problem, • Step 2: Enlist champions
- Step 3: Envisage the future

Engaging the organization

- Step 4: Motivate: Articulate the vision, Vision characteristics, Measure success
- Step 5: Communicate, • Step 6: Act, • Step 7: Consolidate, • Models and tools
- Human-centered mindsets, • Reflexes: ask and say, • Continuous improvement

Course Objectives

By the end of the course, participants will be able to:

- Demonstrate understanding of the linkage between innovation and organizational transformation
- Quickly turn powerful ideas and solutions into reality
- Lead organizations and teams through the different steps of organizational transformation
- Align and engage stakeholders around new ways of doing things
- Build a highly engaged culture of innovation and execution

Programme Details:

Code: PSM-3003

Programme Duration: 4 Days

Who Should Attend:

All managers and senior professionals who are involved in influencing, formulating or supporting the long term planning and strategy of their department or organization, as well as those who are responsible for linking, measuring and improving the performance of the organization, including strategy or performance management professionals, balanced scorecard course managers, business unit and department managers and business analysts.

Programme Details:

Code: PSM-3004

Programme Duration: 3 Day

Who Should Attend:

All leaders, managers and senior professionals who are involved in influencing, formulating or supporting innovation and organizational transformation in their department or organization, as well as those who are interested in learning more about innovation leadership and change management.

Competitive Strategies and Value Innovation

Course Overview

This course introduces key concepts, tools, and principles of strategic management allowing managers to create their organization's unique sustainable competitive advantage using differentiation, low cost, or focus strategies. The course also offers managers insight into the concepts, tools, and methodologies of the blue ocean strategy. Participants will learn the strategic logic behind creating blue oceans of uncontested market space and gain understanding into how this concept complements and goes beyond the traditional approaches to strategy.

Course Methodology:

This program uses an interactive and cooperative learning methodology to actively engage participants into the most effective learning process by using lectures, participants-led presentations, extensive case studies and analysis, teamwork and brainstorming, and video segments followed by discussions.

Course Content:

Introduction to competitive strategies

- The three big strategic questions
- Strategy and the quest for competitive advantage
- Defining competitive strategy, • The five generic competitive strategies

Low cost provider strategies

- Objectives and key to success
- Translating a low cost advantage into higher profits
- Approaches to securing a cost advantage: *Controlling cost drivers*
Revamping the value chain
- Keys to success in achieving low cost leadership
- When does a low cost strategy work best, • Pitfalls of low cost strategies

Differentiation provider strategies

- Objectives and key to success, • Benefits of a successful differentiation
- Types of differentiation themes, • Sustaining differentiation
- Importance of perceived value, • Signaling value as well as delivering value
- When does a differentiation strategy work best
- Pitfalls of differentiation strategies

Best cost and focus provider strategies

- Objectives and key to success, • When does a best cost strategy work best
- Risks of a best cost strategy, • Focus low cost and focus differentiation strategies: *Objectives and key to success, Approaches to defining a market niche, When does a focus strategy work best, Risks of a focus strategy*

Blue ocean strategy – the new market space

- Red ocean versus blue ocean strategies
- The impact of creating blue oceans
- Value innovation: the cornerstone of blue ocean strategy
- The six principles of a blue ocean strategy
- Analytical tools and frameworks: *The strategy canvas, The 'eliminate-reduce-raise-create' actions framework, Reading the value curves*
- Formulating a blue ocean strategy: *Reconstructing market boundaries*
Focusing on the big picture, not the numbers
Reaching beyond existing demand

Course Objectives

By the end of the course, participants will be able to:

- Distinguish between low cost, differentiation, focus and best cost strategies
- Implement low cost strategies in their organizations to gain cost advantages over rivals
- Recognize and apply differentiation strategies in their organizations to gain differentiation advantages against rivals
- Apply the basic concepts, tools and frameworks of blue ocean strategy to create a new market place
- Explain how blue ocean strategy is 'put into action'

Data Analysis and Reporting Techniques Using Excel

Course Overview

It is a fact, Excel is the accountant's, finance and business professional's best friend! You and I know how overwhelmed we are with the abundance of unstructured data. Monthly, quarterly and annual closing are immensely data driven and require moving and exporting data from 'ERPs' and databases to Excel. This hands-on course will advance your data massaging, modeling, integration and automation skills to new levels. You will also master normalization and massaging of noisy data, preparation of reports, analysis and reconciliation.

This course is Excel based allowing you to develop an exclusive level of expertise and adding immediate value to your job and company.

Course Methodology:

20% of the course is design and structure focused. 80% uses MS Excel as a powerful tool to perform daily, monthly and periodic tasks. Groups and individuals will be required to complete exercises, case studies, and projects on daily basis.

Course Content:

Tools and Techniques

- Consolidating Data from Separate Files and Sheets
- Advanced Data Validation Using Lists, Dates and Custom Validation
- Array Functions, • Cell Management Tools: Left, Right, Mid, Concatenate, Value
- Naming Cells and Ranges, • Subtotal, Sumif, Sumifs, Sumproduct
- Looking-Up Data, Texts, and Values Using Vlookup
- The Incredible Table Tools Techniques
- Slicing Dates into Day Names, Month Names, Years and Quarters
- Text to Columns and Dynamic Trimming Using Trim, Len, • Find and Substitute
- Text Change Functions

The 19 Must Learn Pivot Tables Tools

- Creating Pivot Tables, • Number Formatting Techniques, • Designing Report Layout
- Sorting in Ascending, Descending and More Sort Options
- Filtering Labels and Values, • Expanding and Collapsing Reports
- Summarize Data By Sum, Average, Minimum, Maximum, Count
- Show Values as % of Total & % of ..., • Pivot Table Options, • Inserting Formulas
- Date Analysis, • Copying Pivot Tables, • Creating Pivot Charts
- Dynamic Chart Labeling, • Mastering the Slicer, • Showing Report Filter Pages
- Linking Pivot Tables and Pivot Graphs with PowerPoint
- Conditional Formatting with Pivot Tables
- Designing Reports Using the GetPivotData

Report Design and Modeling Techniques

- Spinner, • Check Box Data Modeling with IF function
- Option Box Data Modeling with IF function
- List Box Data Modeling with CHOOSE function, • Scenario Manager

Tips and Tricks in Excel

- Data Entry Form, • Custom List, • Text to Speech
- Protecting Worksheets and Workbooks

Course Objectives

By the end of the course, participants will be able to:

- Boost Excel Business Intelligence (BI) expertise in business and management reporting.
- Link their Excel with PowerPoint for dynamic data update.
- Develop dynamic BI dashboards, scorecards and flash management reports to assist professionals in measuring performance and enhancing decision making.
- Perform data analysis techniques to produce timely and accurate reports.

Programme Details:

Code: PSM-3005

Programme Duration: 5 Days

Who Should Attend:

Professionals, managers, and executives who are involved in influencing and supporting the business and functional level strategies of their organization

Programme Details:

Code: PSM-3006

Programme Duration: 5 Day

Who Should Attend:

Business, finance and accounting professionals, senior and junior accountants, business analysts, research professionals, marketing and sales, administrative staff, supervisors, general business professionals and staff from any function who need to learn and apply state-of-the-art techniques to their daily business reporting, reconciliations, and analysis.

Developing and Implementing the Business Plan

Course Overview

The course introduces a pragmatic and process-based approach to developing and implementing business plans. The course offers participants the tools to transform ideas into strategic goals and to outline the operational and financial strategies needed to achieve these goals. The course expands on how to use the business plan as a communication, negotiation and persuasion tool. This is critical when collaborating across different aspects of the business plan is required.

A well written business plan should provide decision makers with enough insights to assist them in deciding the viability and feasibility of new ideas, strategies and initiatives. This course is designed with this key objective in mind.

Course Methodology:

The course follows a workshop approach where teams are formed, roles are defined and every team member contributes to the development of the business plan.

Course Content:

Understanding the business plan

- Definition of a business plan, • Types of business plans
- Benefits of a business plan

Business plan overview

- Components of a business plan, • The process behind the business plan
- The importance of the business plan to a firm's value chain
- Securing the buy-in from stakeholders

Developing the business plan

- Mapping vision, mission and values, • Conducting a situation analysis
- Setting goals, objectives, and business strategies
- Developing tactics, programs and action plans
- Forecasting, pricing and applying breakeven analysis
- Sourcing, allocating and scheduling
- Understanding basic financial concepts: The income statement, The balance sheet, Cash-flow analysis, Program Budgets
- Writing the executive summary, • Creating appendices and references

Implementing the business plan

- The communication phase: Job assignments, Reporting structure Knowledge base, • The controlling phase: Dealing with deviations, Causes analysis, Providing constructive feedback, Corrective actions and adjustments, • The corrections phase: Goal revisions and expectations
- Scheduling challenges, Budget adjustments and additional financial support requests, Resources demands and constraints
- Staying away from common business plan mistakes
- Concluding the business plan

Reporting on the progress of the business plan

- Types of reports, • The recipients, • The information, • The quality
- The frequency

Course Objectives

By the end of the course, participants will be able to:

- Explain the importance of a well thought-out business plan for the success of the organization
- Describe the structure of a business plan and how it caters to market and organizational needs
- Apply the business plan development process to create a well-structured, convincing business plan covering all vital elements
- Develop a business plan that includes a detailed, practical and effective implementation strategy
- Evaluate the progress of the implementation of the business plan and take necessary corrective steps

Developing Effective Public-Private Partnerships (PPPs)

Course Overview

After the financial crisis of 2008, many governments around the world turned to the private sector to help finance and implement major public projects through Public-Private Partnerships (PPPs). While the main reason for governments to turn to PPPs was to reduce up-front costs, it soon became clear that successful PPPs also resulted in better infrastructure projects and improved government services. This has allowed governments to focus more on policy, planning, and regulation without having to worry about operations and implementation.

In this course, attendees will learn all about PPPs and the process and steps needed to establish a partnership that can benefit both the public and private sectors.

Course Methodology:

This course depends on the careful analysis of several cases from both developing and developed countries in different sectors including education, infrastructure, immigration and defense. In addition, group discussions and presentations will be used to demonstrate the necessary conditions for the success of PPPs as well as the reasons for their failure.

Course Content:

Public-private partnership overview

- Definition of PPPs, • Reasons for PPPs, • Objectives of partnerships, • Benefits of PPPs
- Risks of PPPs, • Types of partnerships: Service contracts, Management contracts, Lease contracts, Concessions, Build-Operate-Transfer (BOT) models, Hybrid arrangements, Joint ventures
- The key components of an enabling institutional framework for PPPs
- Key issues underpinning the performance of PPPs

Structuring a PPP: Sector diagnostic and sector road map

- Requirements and expectations, • Technical issues
- Legal, regulatory, and policy framework, • Institutional structures and capacity
- Commercial, financial, and economic issues, • Stakeholder consultation
- Clear sector strategy and road map
- Clear government commitment and a designated champion

International examples in PPPs

- PPP in education, • PPPs in infrastructure, • PPP in public sector reform
- PPP in immigration, • PPP in defense, • Lessons learnt

PPP preparatory work

- Establishing appropriate legal, regulatory, and policy frameworks
- Technical preparation, • Institutional structures and capacity building
- Establishing a PPP unit, • Project implementation unit, • Technical assistance
- Commercial, financial, and economic preparation, • Project financing
- Tariff design, • Tariff adjustments, • Subsidy design, • Labor considerations
- Including local partners, • Stakeholder involvement

Implementing PPPs

- Collecting feedback from potential bidders, • Notification and prequalification
- Defining the procurement process, • Unsolicited proposals or direct negotiations
- Competitive negotiations, • Competitive bidding, • Defining the bid evaluation process, • Initial decisions, • Technical and financial evaluation, • Bid package
- The contract, • Negotiations and contract start, • Key implementation issues

Course Objectives

By the end of the course, participants will be able to:

- Define the benefits and risks of PPPs and their impact on government projects and services
- List the different types of PPPs
- Construct effective sector diagnostic tools and sector road maps
- Apply strategic thinking to determine when PPPs should be used
- Identify PPP best practices and select the best model for different sectors
- Develop PPP preparatory plans that increase the likelihood of project success
- Define the required implementation steps for the development of an effective PPP project plan

Programme Details:

Code: PSM-3007

Programme Duration: 4 Days

Who Should Attend:

Department heads, senior managers, managers and supervisors, project managers, team leaders, sales managers, marketing managers, entrepreneurs and others who would like to develop their business planning skills.

Programme Details:

Code: PSM-3008

Programme Duration: 5 Day

Who Should Attend:

All managers and senior professionals who are involved in designing or developing public-private partnership plans as well as other executives who would like to develop an in-depth understanding of the benefits and risks of PPPs.

Effective Budgeting and Cost Control

Course Overview

Planning and budgeting are must-have skills for all professionals regardless of their function or managerial level. This course covers the concept of budgeting as a planning tool, a financial device and a control mechanism. In addition, it provides the necessary application tools required to making long-term and short-term planning decisions.

Course Methodology:

This course focuses on exercises, case studies, and individual and group presentations.

Course Content:

Planning and the functions of management

- The critical functions of management
- Aligning the budget with the strategy of the organization
- Road map to strategy, • Budget as a planning tool, • Control: the missing link
- Planning pitfalls

The key financial statements

- The accounting system, • The income statement, • The balance sheet
- The cash flow statement

Budgeting: process and approaches

- The advantages of budgeting, • The budget process, • Rolling budgets
- The master budget, • Operating and capital budgets
- The budgeted financial statements
- Approaches to budgeting: Incremental budgeting, Zero based budgeting
- Flexible budgeting, Kaizen budgeting and continuous improvement
- Activity based budgeting, • Tools of forecasting, • Direct and indirect costs
- Characteristics of an effective budget, • Problems in budgeting

Cost control

- Budget as a control tool, • The control process
- Characteristics of an effective control system, • Responsibility reporting
- Variance analysis: identifying the components of variance
- Variance analysis: taking the corrective action

Capital expenditure budgeting and analysis

- Time value of money, • Simple versus compound interest
- Identifying and analyzing cash flows, • The discount rate: using cost of capital, • Net Present Value (NPV), • Internal Rate of Return (IRR)
- Profitability Index (PI), • Pay-Back Period (PBP),
- Accounting Rate of Return (ARR), • Approval for Expenditure (AFE)
- Sensitivity and risk analysis

Cost-Volume-Profit analysis (CVP)

- Identifying the fixed costs and variable costs
- Computing breakeven point in units, • Computing breakeven point in sales
- Assumptions of CVP analysis, • Using CVP in budgeting decisions

Course Objectives

By the end of the course, participants will be able to:

- Defend the importance of linking an organization's budget with its strategic plan
- Demonstrate how the budget relates to the key financial statements: balance sheet, income statement, and cash flow
- Prepare the key elements of an operating and capital budget and evaluate the different budgeting approaches used
- Apply cost control tools, analyze management variance reports and take proper corrective action
- Calculate different capital budgeting evaluation techniques as included in a capital expenditure proposal
- Utilize cost-volume-profit analysis in making budgeting decisions

Planning, Organizing and Control for Optimal Results

Course Overview

The primary challenge of managers is to get things done effectively and efficiently with and through people. This course introduces the four universal functions of management known as Planning, Organizing, Leading and Controlling (POLC) to help managers in their job. Analyzing and forecasting are also important tools of planning and the course introduces different techniques such as environmental scanning, budgeting, and breakeven analysis.

Course Methodology:

This course uses an interactive and cooperative learning methodology by integrating a variety of learning techniques such as lectures, participants-led presentations, individual and group activities and exercises, self assessment tools, role plays, case analysis and video discussions.

Course Content:

Foundation of planning

- The functions of management
- Definition of planning
- Elements of planning
- Types of plans
- Planning in the hierarchy of an organization
- What is organizing?
- What is leading?
- What is controlling?
- Efficiency versus effectiveness
- Setting S.M.A.R.T goals
- Tips on setting goals
- Benefits of planning
- Why many managers and supervisors fail to plan
- Elements of good plans

Planning tools and techniques

- Environmental scanning
- SWOT and PEST analysis
- Definition of benchmarking
- The benchmarking process
- Steps in benchmarking
- Allocating resources and budgets,
- Breakeven analysis
- Limitations of breakeven analysis

Control and performance measurement

- Definition of control
- The planning and controlling link
- Importance of control
- The control process
- Measuring: what and how
- Sources of information for measuring performance
- Managerial decisions in the control process
- Organizational performance measures
- Feed forward, concurrent and feedback controls
- Information controls and balanced scorecards

Course Objectives

By the end of the course, participants will be able to:

- Explain the importance of planning and employing the 'SMART' criteria to objectives setting
- Use environmental scanning, budgeting, and breakeven analysis as tools for planning and forecasting
- Recognize the importance of control, and of properly utilizing key performance measures to keep work on track

Programme Details:

Code: PSM-3009

Programme Duration: 4 Days

Who Should Attend:

All managers, supervisors and analysts who prepare or use management budgets.

Programme Details:

Code: PSM-3010

Programme Duration: 3 Day

Who Should Attend:

Anyone within the organization whether they are staff, department head, manager or supervisor who need to develop their ability to plan, organize, control and achieve their goals and objectives on time and within the expected quality standards.

Process Management: Mapping and Improvement

Course Overview

A diagram is worth a million words. When it comes to understanding and improving processes, the science and art of process mapping becomes very handy. This is the main theme of this course which aims to develop process mapping skills for participants by helping them understand the different types of process mapping approaches from simple flow charts to value stream mapping. Various process assessments will be presented and discussed. Toyota's famous Lean principles will be explained and used to help participants understand how to improve processes through mapping in service and manufacturing organizations.

Course Methodology:

Individuals involved in improvement projects, processes identification, work design, productivity improvement or quality auditing initiatives.

Course Content:

Process definitions and elements

- Process definition, • Process approach to improvement
- Advantages of process mapping, • Elements of a process
- Benefits of process maps, • Attributes of a process map:
Identifying the customer, What is critical to their satisfaction
Obtaining process performance data, How well do our processes satisfy their needs, The business value chain, Denying process efficiency and effectiveness
Stakeholders analysis

Understanding process approach as per international quality standards

- Understanding process approach, • Process characteristics
- The Plan, Do, Check, Act (PDCA) approach
- Opportunities in terms of reducing cycle time and defects
- Non value added explained

Process assessments approaches

- Key terms, • Mapping process
- Types of mapping tools: Simple flow charting, Geo graphs, spaghetti and workflow diagrams, Swim lane (deployment) flowcharts
Supplier, Input, Process, Output, Customer charts (SIPOC)
Value added and non value added analysis, Value stream maps
Cycle time map
- Process hierarchy, • Process maps symbols, • 'IDEFO' process map
- Lean thinking to reduce waste in processes
- The eight types of waste found in processes
- 5S: a framework to organize and maintain your workplace
- Failure Mode and Effects Analysis (FMEA)

Process analysis and improvement

- Customer oriented processes, • Support oriented processes
- Management processes, • Diagnosis of a process
- Analyzing and improving a process, • The turtle diagram
- Using process maps to identify root causes
- Twelve cornerstone tools to process streamlining
- Problem solving techniques, • Process auditing as a tool for continuous improvement, • Process mapping in six sigma projects

Process measurement and benchmarking

- The need to measure
- Process Key Performance Indicators (KPIs)
- Benchmarking and the balanced scorecard

Course Objectives

By the end of the course, participants will be able to:

- Define processes and their importance for the proper functioning of an organization
- Identify the international standards for approaches to processes
- Examine various process assessment methodologies
- Generate process analysis charts and construct process maps for improvement
- Justify the need to measure processes as an improvement tool

Public Sector Innovation

Course Overview

Public sector organizations around the world face many pressures including budget cuts, high expectations from the public, and increasing challenges in vital areas such as health and education. While innovation in the private sector has constantly produced new products and services, the public sector is often viewed as slow to respond and even slower to adapt. However, there are several examples of public agencies around the world who are constantly innovating by developing imaginative policies and introducing creative products and services through smart cities. The purpose of this course is to introduce approaches that can help public sector organizations become better innovators by combining greater creativity with more focus on evidence and impact.

Course Methodology:

This course relies on the use of interactive public sector case studies to demonstrate the different components of effective innovation in the public sector. In addition, this course utilizes individual debriefs, group discussions, role playing, and presentations as well as best practice benchmarks from different countries.

Course Content:

Overview of public sector innovation

- The definition of public sector innovation, • Innovation in the private sector
- The importance of public sector innovation, • The ability to adapt and improve
- Obstacles to public sector innovation

Stages of innovation

- Opportunities and challenges, • Generating ideas, • Developing and testing
- Making the case, • Delivering and implementing, • Growing and scaling
- Changing systems

Human centered design

- Having the right mindset: Creative confidence, Learning from failure
Embracing ambiguity
- Using the right methods: Framing your design challenge, Creating a project plan
Building a team, Secondary research, Group and expert interviews
Defining your audience
- Creative ideation: Downloading your learnings, Creating frameworks
Brainstorming rules and guidelines, Creating a concept, Rapid prototyping
Integrating feedback and iterating
- Idea implementation: Resource assessment, Building partnerships, Staffing your project, Funding strategy, Pilot project, Creating a pitch, Monitoring and evaluating, Continuous feedback

Overview of public sector innovation

- The definition of public sector innovation, • Innovation in the private sector
- The importance of public sector innovation, • The ability to adapt and improve
- Obstacles to public sector innovation

Smart cities

- A brief history of the smart city, • Piloting smart city technologies
- Using city resources, • Smarter ways to collect data, • Smarter ways to make decisions, • People-Centered smart cities

Crucial innovation building blocks

- Leadership support, • Budget and finances, • People mix and attitudes
- Organizing innovation in the public sector, • The right culture
- Governance accountability, • Risk management
- Innovation as part of a broader system, • Future technologies

Course Objectives

By the end of the course, participants will be able to:

- Support the need for public sector organizations to better create, improve and adapt through the implementation of innovation systems
- List the stages of innovation needed to positively impact public sector policy decisions
- Apply human centered design principles to public sector policies and procedures
- Outline different benchmarks of successful smart cities around the world
- Identify the crucial innovation blocks needed for a mature public sector innovation system

Programme Details:

Code: PSM-3011

Programme Duration: 3 Days

Who Should Attend:

Individuals involved in improvement projects, processes identification, work design, productivity improvement or quality auditing initiatives.

Programme Details:

Code: PSM-3012

Programme Duration: 4 Day

Who Should Attend:

Research analysts, associates, managers and directors in government organizations who would like to learn more about government innovation methodologies and approaches.

Shaping the Future: Tools for Developing Strategic Foresight

Course Overview

The world is rapidly changing driven by technology, globalization, and the increasing interdependence between countries and cultures. Since the world of the future, where we will be living in, will be significantly different from today's, it is critical for governments, organizations, and leaders to better understand how future scenarios will be shaped. Those capable of examining possible, probable and desirable futures can capitalize on more opportunities and find better ways to positively influence the future that is being created today.

In this course, attendees will build up their knowledge and skills in futures studies in a visionary and futures-oriented way. They will also learn to conceptualize reality and events using a systematic approach to analyze developments and decision-making processes in the light of global change.

Attendees who successfully pass this course will be qualified as experts in the business of the future.

Course Methodology:

This course relies on the use of interactive case studies to demonstrate the different components of futures studies. In addition, this course utilizes individual debriefs, group discussions, role-playing scenarios, videos, and presentations.

Course Content:

Foundations of futures studies

- History of future studies, • The discipline of futurology
- How companies and governments can use futurology, • Actors in the field
- Current theories and applications, • Futures thinking

Characteristics of a futurist perspective

- Change as the norm, • The acceleration of change
- Seeing events as interrelated, • Taking a holistic perspective in viewing change, • Accepting alternative futures, • Distinguishing between different futures: Possible futures, Probable futures, Preferable futures
- The importance of short, medium, and long-range planning
- The danger of leaving the future to chance, • Creating the future

Scenario thinking

- Scenario approach, • Environmental scanning, • Futures wheel
- Futures table, • Weak signals, • Black swans and wild cards

Systems thinking and strategic foresight

- Understanding complexity
- Systemic structure of dynamic and complex wholes
- Methodologies of systems thinking
- Visionary leadership and corporate foresight
- The connection between foresight and strategy process
- Governmental and regional foresight

Managing for change

- The link between strategic management and futures research
- Using futures studies to effect change and transformation
- The role of leadership in planning for the future
- Using futures studies to manage and mitigate risk
- Changing futures

Futures methods in practice

- Connecting various futures studies methods and theoretical thinking
- Global challenges, • Sustainable futures
- Studying and evaluating effects of globalization
- Concept of sustainability

Course Objectives

By the end of the course, participants will be able to:

- Explain how companies and governments can use the study of futurology
- Distinguish between possible, probable and preferable futures
- Apply scenario thinking using the futures wheel and environmental scanning
- Recognize the connection between the foresight and strategy process
- Use futures studies to manage and mitigate risk

Strategic Planning, Management Control & Effective Budgeting

Course Overview

Developing Strategies, Risk Analysis, Negotiating, Budgeting and Cost Control are the essential skills for those who are dedicated to maximizing their performance and value-added contribution - and that of the people who work for them. As the business environment becomes ever more uncertain and turbulent, the requirement for professional leadership and management throughout organizations is at a premium. Hence, these skills learned in this 3 Saturdays course provide a structured and coherent framework for addressing the challenges which professionals face in respect of both their day-to-day and longer-term responsibilities.

Course Methodology:

This course relies on the use of interactive public sector case studies to demonstrate the different components of effective innovation in the public sector. In addition, this course utilizes individual debriefs, group discussions, role playing, and presentations as well as best practice benchmarks from different countries.

Course Content:

Module 1 - Strategy, Risks, Negotiation & Leadership

Module 2 - Effective Budgeting & Operational Cost Control

Strategy

- Introduction to strategy - background, historical developments, major theories
- Strategic Management - a practical approach for every leader
- A consistent methodology for strategy development
- The relationships between vision, mission and strategy
- The steps involved in developing a strategy

Risks

- The meaning and nature of risk, • Identifying the risks in a given strategy
- Prioritizing risks, • Contingency planning, • Risk mitigation strategies

Negotiation

- The everyday role and attitude of 'Win-Win' negotiating
- Power - gaining a superior position
- Strategy and Tactics in negotiating
- Understanding your opponents negotiating style and tactics
- Negotiating Countermeasures

Leadership

- The strategic role and nature of effective leadership
- Charisma and how to earn it and use it effectively
- The role of the modern leader and how leadership has changed
- Innovative Leadership skills, • Maximizing the performance of each team member
- Motivating the 'average' employee

Strategic Leadership Workshop

- Intrapersonal style and skills
- Interpersonal and leadership communication skills
- Leadership and the Challenge of Change
- Strategic leadership for team development
- Developing a personal action plan for further self-development

Building a Common Financial Language

- The key role of budgeting and cost control in contemporary organizations
- The 21st century business imperative: delivering value added (but to whom?)
- Financial vs. Managerial accounting (for decision making)
- Understand your processes: integrating financial and non-financial aspects
- The budgeting process, • Examples & Discussion

The Budgeting Process

- The key features of budgeting, • Advantages and concerns with budgeting
- Accountability and centers of responsibility, • Zero-based budgeting
- Budgeting and cost control, • Examples & Discussion

Cost Analysis

- Different costs for different purposes, • Fixed vs. Variable costs
- The Cost-Volume-Profit analysis model, • Contribution Margin analysis
- Examples & Discussion

Traditional vs. Advanced Techniques in Cost-Control

- Under-costing and over-costing: the consequences for profitability
- Indirect (OH) vs. Direct costs:
- Traditional Cost Allocations systems vs. Activity-Based Costing (ABC)
- Linking resources, activities and management
- Variance analysis, • Video, Case Study and Examples

Beyond the Budgets: Balanced Scorecards and Six-sigma

- Broadening performance measurement systems
- Beyond budgeting: integrating financial and non-financial issues
- Introducing the Balanced Scorecard, • Introducing the Strategy maps
- Introducing Six-sigma, • Video, Case Study and examples

Programme Details:

Code: PSM-3013

Programme Duration: 3 Days

Who Should Attend:

All leaders, managers and senior professionals who are involved in influencing, formulating or supporting the long term planning of their department or organization, as well as those who are interested in learning more about futures studies.

Course Objectives

By the end of the course, participants will be able to:

- Develop, appreciate & understand of each of the elements of the course
- Understand how skills interact, creating a systemic approach to mastering the essential tasks of any leader
- Develop the skills and applications needed to master and integrate each individual element
- Utilise the elements in achieving individual, team and high organisational results
- Identify priorities for continued professional development

This course will feature:

- Identifying Effective and Proven Strategies
- Managing Strategic and Financial Risks
- Win-Win Negotiating Skills & Strategies
- Financial Analysis
- Budgeting and Cost Control

Programme Details:

Code: PSM-3014

Programme Duration: 5 Days

Who Should Attend:

- Current and potential Managers and business Leaders at all levels.
- Those responsible for developing and leading strategic changes.
- Procurement and Client Service Managers responsible for negotiation strategies. Functional Team Leaders in the public or private sector.
- Staff Members responsible for budgeting and financial controls.
- Non-finance Managers with financial responsibilities.



Procurement and Supply Chain Management





Certificate in Fleet and Transport Management

Course Overview

Transportation activities can account for over 70% of organizational supply chain costs. Thus, it is vital that an organization gets the transportation function right, whether its ambition is to meet personnel mobility needs or to execute the delivery of goods and materials. In this course, we will examine the transportation function in a holistic manner. We start by outlining the requirements of successful fleet maintenance programs and workshops. We then describe the components of stringent fleet and driver safety programs and experiment with different capital budgeting and distribution routing techniques. We conclude with a thorough explanation of key fleet performance measures.

Course Methodology:

This course uses a variety of individual exercises, team exercises and case studies. It also leverages a series of videos portraying the latest transportation management systems.

Course Content:

Introduction to fleet management

- Definition of fleet management, • Objectives of fleet management
- Costs associated with fleet management, • Maximizing customer service
- Fleet manager profile

Fleet maintenance management

- Roles and responsibilities in maintenance
- Benefits of preventive maintenance inspections
- Scope of preventive maintenance programs
- Unscheduled maintenance, • Road calls
- Tire selection and management, • Parts and supply management
- Vendor versus in-house maintenance

Workshop management

- Workshop layout, • Workshop tools, • Computing workshop productivity
- Facility requirements, • Bay space layout

Fleet safety management

- Elements of a safety program, • Reasons for accident prevention
- Driver selection criteria, • Fleet skill tests, • Road accident types

Vehicle selection and replacement

- Vehicle selection criteria, • Own or contract analysis
- Vehicle replacement analysis, • Capital budgeting techniques

Transportation and distribution planning

- Transportation fundamentals and optimization
- Factors affecting transportation decisions, • Network design options
- Routing of distribution vehicles

Measuring and improving fleet performance

- Fleet measurement system, • Transportation costs, • Cost ratios
- Transportation asset productivity, • Financial and quality indicators
- Cycle time indicators, • Measuring and improving fleet utilization

Course Objectives

By the end of the course, participants will be able to:

- State the objectives of fleet management and the role of the fleet manager

- Implement a fleet preventive maintenance program
- Determine requirements for efficient workshops
- Create fleet safety and driver selection programs
- Use capital budgeting techniques to perform vehicle replacement analysis
- Optimize distribution vehicle routes
- Write Key Performance Indicators (KPIs) and measure performance of the fleet

Programme Details:

Code:PSCM-16000

Programme Duration: 3 Days

Who Should Attend:

Fleet managers and coordinators, maintenance managers and supervisors, transportation planners, fleet safety managers and operations managers.

Certificate in Stock Management, Forecasting and Demand Planning

Course Overview

Demand planning is a critical process within Supply Chain Management (SCM) which ensures continuity of supply of the inventory at the lowest cost. Effective demand planning will help the SCM team improve the accuracy of forecasts, ensure enough inventory levels at all times, and enhance profitability by optimizing the expenses. The control side of this process is to ensure that plans are being met and to take the necessary actions when needed.

Demand planners are the 'behind the scenes' professionals who are entrusted with this critical responsibility. When they do their job right, no one recognizes them. However, they will be noticed quickly when they fail to deliver, given the negative impact this will have on customer service and the bottom line.

Course Methodology:

The course uses a mix of interactive and hands-on techniques. Besides the brief presentations by the consultant and the participants, there will be many individual and group exercises. In these work related exercises participants need to calculate and draw the optimal solutions after understanding the process.

Course Content:

Introduction to inventory management

- Objectives of inventory planning and stock control, • Reasons to hold inventory
- Inventory information system considerations, • Inventory push versus pull systems
- Identifying inventory costs, • Customer service in inventory management

Description and classification of inventory

- Types of inventory, • The inventory ABC classification ranking model
- Uses of the ABC ranking, • Materials specifications and cataloguing

Forecasting demand and lead time

- The inventory order cycle, • Dependent versus independent demand
- Factors affecting demand, • Factors impacting demand forecast accuracy
- Demand patterns, • Time series forecasting methods: Seasonal demand, Moving average, Exponential smoothing, • Measuring the accuracy of the forecast, • Setting lead time and methods to control it

Inventory systems

- Elements of inventory holding and ordering costs
- The Economic Order Quantity (EOQ) model, • Dealing with quantity discounts
- Objectives of safety stocks, • Setting safety stocks
- Determining the Reorder Point (ROP)

Counting and controlling inventory

- Importance of accurate inventory records, • Warehousing functions
- Causes of inaccurate inventory records
- Requirements for accurate inventory records, • Reporting record accuracy
- Periodic and cycle counting

Reducing inventory investment

- The importance of JIT or pull theory in inventory management to reduce total cost
- Identification of surplus, • Disposal options of excess inventory, • JIT methods
- JIT requirements, • JIT risks

Measuring inventory management performance

- Importance of tracking the effectiveness of the inventory planning and control functions, • Reasons behind poor inventory management performance
- Setting inventory KPIs and targets, • Examples of KPIs used in the inventory planning and control functions, • Qualities of the inventory specialist

Course Objectives

By the end of the course, participants will be able to:

- State the objectives of inventory management and list their impact on cost and customer service
- Prepare proper classification of inventory and use best practices for item specification and cataloguing
- Use forecasting techniques to predict demand and better manage lead times
- Compute the optimum ordering quantity and determine safety stocks and reorder points
- Schedule cycle counts, improve inventory record accuracy, and find ways to reduce inventories
- List various techniques to reduce inventory, including Just-in-Time (JIT)
- Identify relevant Key Performance Indicators (KPIs) to measure and improve inventory performance

Programme Details:

Code:PSCM-16001

Programme Duration: 3 Day

Who Should Attend:

Those involved in inventory or demand planning and stock control at the operational and supervisory levels. Also, those working in other functions of supply chain management (purchasing, stores, distribution) who need to understand the mechanics of inventory planning and stock control.

Certificate in Supply Chain and Logistics Management

Course Overview

Supply chain and logistics management have been among the fastest evolving business disciplines over the past two decades. The continuous arrival of innovative concepts and techniques into the mainstream has resulted in a non-stop journey of learning and development for professionals in supply chain and logistics. This course covers the latest essential practices in forecasting, planning, procurement, transportation, warehousing and logistics. It also covers the Supply Chain Operations Reference (SCOR) framework for continuous performance improvement across the supply chain.

Course Methodology:

This course leverages a variety of learning tools including individual exercises, group discussions, case studies and videos.

Course Content:

Modern supply chain and logistics trends

- Supply chain overview
- Role of logistics
- Sustainability in supply chains and logistics
- Supply chain configuration
- 3PL concepts
- 4PL concepts

Fleet maintenance management

- Roles and responsibilities in maintenance
- Benefits of preventive maintenance inspections
- Scope of preventive maintenance programs
- Unscheduled maintenance, • Road calls
- Tire selection and management, • Parts and supply management
- Vendor versus in-house maintenance

Workshop management

- Workshop layout, • Workshop tools, • Computing workshop productivity
- Facility requirements, • Bay space layout

Fleet safety management

- Elements of a safety program, • Reasons for accident prevention
- Driver selection criteria, • Fleet skill tests, • Road accident types

Vehicle selection and replacement

- Vehicle selection criteria, • Own or contract analysis
- Vehicle replacement analysis, • Capital budgeting techniques

Transportation and distribution planning

- Transportation fundamentals and optimization
- Factors affecting transportation decisions, • Network design options
- Routing of distribution vehicles

Measuring and improving fleet performance

- Fleet measurement system, • Transportation costs, • Cost ratios
- Transportation asset productivity, • Financial and quality indicators
- Cycle time indicators, • Measuring and improving fleet utilization

Course Objectives

By the end of the course, participants will be able to:

- Recognize trends and modern practices in supply chain and logistics management
- Practice forecasting and inventory optimization techniques
- Appraise item categories and formulate appropriate sourcing strategies
- Describe the role and objectives of transportation management in logistics
- Use value adding warehousing techniques
- Apply the Supply Chain Operations Reference (SCOR) framework for management of supply chain performance

Programme Details:

Code:PSCM-16002

Programme Duration: 3 Days

Who Should Attend:

Supply chain and logistics professionals, in particular those at the operational, supervisory and management level. In addition, this course is ideal for those seeking to complement their supply chain and logistics experience with the latest theoretical knowledge in preparation for assuming a higher position.

Certificate in Warehouse Management

Course Overview

Warehousing operations are at the heart of the supply chain of any organization. The ability to secure the storage and flow of supplies with an eye on balancing costs with desired service levels provides a formidable challenge to the warehousing professional.

In this course, we describe the strategic role of warehousing in the broader context of supply chain management and logistics. We also detail the different warehousing activities and focus on the ones which warehousing can contribute to, in the organization. In addition, we examine the operational and financial performance aspect of warehousing, with an eye on sustainability.

Course Methodology:

This course leverages a variety of learning tools, including exercises, case studies, financial problems, warehouse design and videos.

Course Content:

The strategic role of warehousing

- Supply chain overview, • The role of warehouses
- Types of warehouses: Private warehousing, Public warehousing, Contract warehousing, • Fundamentals of warehouse operations
- Warehouse organizations and job descriptions

Warehouse activity profiling

- Customer order profiling, • Item activity profiling, • Inventory profiling
- Activity relationship profiling, • Warehousing equipment and tools: Forklifts, Cranes, Conveyors, Tow lines, Carousels
- Automatic Identification and Data Capture (AIDC): Bar coding, Radio Frequency Identification (RFID), Optical Character Recognition (OCR), Magnetic stripes, Bio metrics.

Warehouse configuration and value adding activities

- Warehousing echelons, • Warehouse design
- Value adding activities: Stockpiling, spot stocking and assortments, Cross docking, break bulking and consolidation, Mixing, Postponement and assembly-to-order, • Reverse logistics

Managing warehouse performance

- Warehousing KPIs,
- Benchmarking warehousing operations
- Warehouse performance gap identification
- Continuous improvement in operations

Warehouse cost calculations

- Importance of accurate inventory records, • Warehousing functions
- Causes of inaccurate inventory records
- Requirements for accurate inventory records, • Reporting record accuracy
- Periodic and cycle counting

Reducing inventory investment

- Capital costs
- Operating costs
- Handling and storage costs
- Investment analysis

Sustainable warehousing operations

- Lean warehousing
- Sustainability competencies
- The triple bottom line
- Designing-for-the-supply chain
- Designing-for-the-environment

Course Objectives

By the end of the course, participants will be able to:

- Describe the strategic role of warehouses in the supply chain
- Profile and optimize warehousing activities
- Identify different warehousing configurations and value adding activities
- Develop key performance indicators and benchmark warehouse performance
- Outline the cost and revenue aspects of warehousing
- Recognize sustainable warehousing techniques and practices

Programme Details:

Code:PSCM-16003

Programme Duration: 3 Day

Who Should Attend:

Warehousing and supply chain professionals, in particular those at operational, supervisory and management level. The course is ideal for those seeking to complement their warehousing experience with the latest theoretical knowledge in preparation for assuming higher positions in their respective organizations.

Logistics Management

Course Overview

Logistics management is an essential function governing the flow of goods through a supply chain. This course, delivered in association with the UK-based Chartered Institute of Logistics and Transport (CILT), brings you up to date with the latest logistics models and practices. The course's main focus is on the optimization of transport, warehouse and inventory management activities. In addition, it covers the Supply Chain Operations Reference (SCOR) framework for managing logistics key performance indicators.

Course Methodology:

In this training course we will use exercises as well as regional and international case studies. Participants will frequently work in pairs with one another and in larger teams.

Course Content:

Logistics trends and practices

- Supply chain overview, • Role of logistics, • Sustainability in supply chains and logistics, • Supply chain configuration: 3PL concepts, 4PL concepts

Transport management

- Objectives of transport management, • Costs associated with transport management, • Transportation modes and types, • Efficient and effective transportation, • Matching the strategic service level, • Drawing transportation routes, • Managing cubing of cargo, • Considerations for international transportation, • Working with Incoterms 2010

Warehousing operations

- Warehousing network design
- Configuration of warehousing space
- Value adding activities: Stockpiling, spot stocking and assortments, Cross docking, break bulking and consolidation, Mixing, postponement and assembly-to-order, • Warehouse activity profiling, • Warehousing cost calculation, • Sustainable warehousing practices

Inventory management

- Materials management scope, • Objectives of materials management
- Inventory types and classification, • Materials management challenges
- Material replenishment strategies: Make-to-stock, Make-to-order Assemble-to-order, Design-to-order, Design for the supply chain Design for the environment.

Logistics and performance management

- The SCOR framework, • Identifying high level SCOR metrics
- Customizing low level SCOR metrics, • Managing targets
- Initiative for performance improvement

Course Objectives

By the end of the course, participants will be able to:

- Recognize modern supply chain and logistics trends as a basis for sustainable performance
- Employ qualitative and quantitative material forecasting techniques for a streamlined logistical operation
- Develop go-to-market strategies for different product categories based on associated supply risk and financial impact of each
- Describe role of transportation in logistics and identify opportunities for operational improvement
- Identify the role of warehousing, focusing on operational throughput and performance optimization
- Apply Supply Chain Operations Reference (SCOR) framework to manage strategic, operational and tactical facets of logistics

Materials and Supply Chain Management

Course Overview

Supply Chain Management (SCM) has been consistently cited as one of the most critical processes in any operational company. The impact SCM has on business is major given that SCM impacts customer service and the bottom line. However, SCM is not easy given the dynamic nature of the many uncertainties involved. This dynamism has necessitated many companies to upgrade the skills of their SCM employees in order to capitalize on this untapped opportunity. In this course, many SCM best practices will be discussed, and the solutions provided will help participants deal with various scenarios to ensure the continuous flow of material at the least possible cost.

Course Methodology:

The course uses a mix of interactive and hands-on techniques. Beside the brief presentations by the consultant and the participants, there will be many individual and group exercises. The work related activities require participants to calculate or draw optimal solutions for different scenarios after understanding the process.

Course Content:

Definition of materials and supply chain management

- Materials management scope, • The functions and objectives of materials management, • Types of inventory, • The importance of customer service in materials and supply chain, • Problems in materials management
- Computerized materials management applications

Inventory planning and stock control

- Inventory systems
- The ABC classification
- Application of the ABC classification

Forecasting and planning in materials management

- Typical demand trends, • Forecasting objectives, • Different forecasting models
- Qualitative forecasting, • Quantitative forecasting, • Evaluation of forecasts

Materials planning and control

- Inventory costs, • The economic order quantity model
- How to deal with constrained quantity discount schemes
- The importance of controlling lead time, • The maximum/minimum system
- Setting the reorder points, • Setting safety stocks

The purchasing function

- Basic purchasing process, • Skills of a purchasing professional
- Factors to consider when selecting suppliers, • Suppliers evaluation
- Changing trends in procurement, • Definition and application of Incoterms
- Negotiating with suppliers

The warehousing function

- Warehousing objectives, • Inventory record accuracy requirements
- Calculating record accuracy, • Periodic cycle counting
- How to improve record accuracy

The transport function

- Fleet and transport objectives, • Methods of transport
- Responsibilities of traffic, • Transport expenses
- Cost reduction opportunities, • Routing and cubing

Course Objectives

By the end of the course, participants will be able to:

- Describe the objectives and functions of materials and supply chain management (stock control, purchasing, stores and physical distribution) and explain how they relate to each other
- Categorize stock items based on the ABC classification model
- Calculate future demand for different stock items
- Identify Reorder Points (ROP), Economic Order Quantity (EOQ) and Safety Stocks (SS) for different stock items
- Apply the basic purchasing processes and use Incoterms appropriately
- Identify best practices in warehouses to maintain accurate inventory records
- List the various transportation functions and costs

Programme Details:

Code:PSCM-16004

Programme Duration: 3 Days

Who Should Attend:

Logistics professionals at all levels of the organization. In addition, this course is ideal for those seeking to complement their supply chain and logistics experience with the latest theoretical knowledge in the field in preparation for assuming a higher position at their organization.

Programme Details:

Code:PSCM-16005

Programme Duration: 3 Day

Who Should Attend:

Those involved in any function of materials and supply chain management (inventory, warehousing, purchasing and transportation) who are concerned with successfully providing acceptable customer or user service at a minimum cost. This course is also appropriate for anyone who needs to know more about the role of materials management.

Procurement Planning and Bid Management

Course Overview

Planning is both the most critical and the most challenging phase of any procurement operation. It provides direction towards how the function intends to secure the supply security of the organization. When it comes to bid management, a sound procurement plan will help balance the often conflicting goals of generating savings and satisfying internal customers. In this course, we provide a thorough explanation on how to approach the planning of procurement objectives and initiatives. We delve into the different qualitative and quantitative forecasting techniques as they relate to inventory planning and we demonstrate how different vendor integration strategies can be applied to help sustain operations and projects.

Course Methodology:

This course uses a variety of individual exercises, team exercises, case studies and videos.

Course Content:

Strategic procurement planning

- Setting procurement mission and objectives
- Selection of improvement initiatives: *Structure-related initiatives, Systems-related initiatives, Workstreams-related initiatives, Culture-related initiatives*
- Performance measures and targets
- Communication of procurement plan
- Stakeholder engagement

Spend category planning

- Spend category profiling
- Spend impact analysis
- Financial impact
- Vendor segmentation
- Market risk analysis: *Value chain analysis, SWOT analysis, Porter's five forces, Risk heat maps, Vendor risk scores.*
- Category report consolidation

Forecasting and demand planning

- The soft side of forecasting: *Tetlock's foxes and hedgehogs, Taleb's black swan*
- Principles of demand planning
- Quantitative forecasting techniques
- Qualitative forecasting techniques

Vendor integration

- Vendor prequalification process
- Vendor prequalification criteria: *Legal criteria, Financial criteria, Technical criteria, Staff criteria, HSE criteria*
- Service Level Agreements (SLAs)
- Strategic partnering
- Supplier diversity programs

Bid evaluation and selection

- Bid management process
- Bid evaluation criteria
- Scoring systems and protocols
- Selection and award
- Total Cost of Ownership (TCO) for complex purchases

Course Objectives

By the end of the course, participants will be able to:

- Write strategic procurement objectives and initiatives to support long term directions
- Arrange 'spend items' into categories that support planning of go-to-market strategies
- Apply demand forecasting techniques to improve planning of procurement activities
- Generate vendor integration strategies to ensure supply security
- Evaluate vendor bids in a scientific manner to support selection decision making

Negotiation Strategies for Better Purchasing Value

Course Overview

One of the most important and required skills for a purchasing professional is negotiation. In this course, we will explore the various modern negotiation methods from a purchasing perspective. We will cover in detail the various negotiation strategies required to meet the purchasing needs of the organization. The strong and weak points of the buyer along with the strong and weak points of the supplier will be explored. We will also discover the appropriate negotiation styles for various situations, including complex situations that will require careful attention.

Course Methodology:

This course uses a variety of interactive training methods such as role playing, videos, team exercises, individual exercises, case studies, group discussions and questionnaires.

Course Content:

Preparation strategies

- Developing buyer needs and requirements
- Understanding the buyer position
- Understanding the supplier position
- The number of suppliers in the market
- Economic analysis of the market
- Forming a pre-negotiation checklist
- Forming the negotiation strategy
- Forming the purchasing negotiation team
- Proper planning and preparation

Implementing the negotiation strategy

- Making the purchasing plan operational
- The best time to negotiate
- Time is power in purchasing and negotiation
- Information is power in purchasing and negotiation
- The other types of power in negotiation
- The best place to negotiate
- Understanding supplier expectations
- The 80/20 rule of negotiation

Developing a negotiating style

- Attributes of a good negotiator
- Developing those attributes by the buyer
- Expressing your purchasing needs effectively
- Knowing your products and commodities
- Knowing the supplier products and services
- Active listening techniques
- Types of questioning styles
- Preparing the right list of questions

Dealing with complex negotiations

- Sole source suppliers
- Single source suppliers
- Win/Win meets Win/Lose
- Win/Win meets Lose/Lose
- Backdoor buying tactics
- Controlling emotions during a negotiation
- Friends and relatives as suppliers
- Ethical behavior and negotiation

Preparing and conducting individual and team negotiations

- Practical role plays
- Playing the role of the buyer
- Playing the role of the supplier
- Playing the role of the evaluator
- Supplier strong points
- Buyer strong points
- Being aware of supplier hidden tactics and tricks

Course Objectives

By the end of the course, participants will be able to:

- Develop effective negotiation strategies to meet the purchasing needs of the organization
- Implement those strategies to maximize purchasing value
- Discover the appropriate negotiation style for each situation
- Explain how to handle and deal with complex negotiation situations
- Identify supplier strong points and buyer strong points

Programme Details:

Code:PSCM-16006

Programme Duration: 4 Days

Who Should Attend:

Purchasing and supply chain professionals at all levels of the organization who are involved in planning, sourcing, buying and bid selection activities, as well as personnel who are involved in the purchasing process.

Programme Details:

Code:PSCM-16007

Programme Duration: 4 Day

Who Should Attend:

Buyers, senior buyers, purchasing supervisors, and all other company personnel who are involved in the negotiation process.

Production Management and Material Requirements Planning

Course Overview

The overall aim of this course is to provide participants with the knowledge, skills and techniques needed to perform all the essential tasks in a production environment. The course includes important concepts such as forecasting demand, capacity planning, determining requirements and scheduling. Participants in this interactive course will learn all the critical processes, formulas and calculations required to manage production systems effectively.

Course Methodology:

This course relies on the use of individual and group exercises aimed at helping participants learn all production planning activities. The course also features the use of a number of case studies followed by discussions. In addition, this course incorporates pre and post testing.

Course Content:

Production Planning and Control (PPC)

- Defining production planning and control, • Areas of influence on PPC
- A framework for a PPC system, • PPC systems activities
- Productivity in production environment

Demand management

- Demand management in PPC systems, • Independent and dependent demand, • Forecasting framework, • Forecasting techniques
- Evaluating forecasts

Capacity planning

- Measuring capacity, • Capacity utilization, • Calculating capacity requirements, • Cost volume analysis, • Break even analysis, • Decision tree

Sales and Operations Planning (S&OP)

- S&OP fundamentals, • S&OP displays, • Time phased planning
- Modifying the S&OP, • The basic trade-offs in S&OP
- Evaluating alternative plans

Inventory management

- Types of inventory, • Inventory costs, • Economic order quantity model
- Inventory order cycle, • Reorder point, • Economic production quantity
- Multi criteria ABC analysis

Requirements planning and scheduling

- Master production scheduling activities
- Master production scheduling techniques: *The time phased record, Available to promise*
- Material Requirements Planning (MRP)
- Bill of material, • MRP processing, • The basic MRP record
- Material planning for: *Lot-for-Lot, Different lot sizes*

Performance measurement

- Key performance indicators
- Benchmarking and standards
- Measuring performance
- Improving current production system

Course Objectives

By the end of the course, participants will be able to:

- Construct a framework for production planning and demonstrate how it fits within the supply chain context
- Create forecasts for the expected demand on an aggregate level and use them as a basis for all future planning and scheduling
- Estimate and control the capacity requirements and the optimum utilization of the resources
- Assemble and manage sales and operations plans and develop chase and level production strategies using time phased grids
- Identify optimum inventory level, lead time, re-ordering point and production quantities
- Develop a detailed master production plan that shows the timing and the quantity of planned production and establish material requirements planning system based on the master plan
- Generate performance measurement indicators for a production system

Purchasing Management and Cost Saving Techniques

Course Overview

Managing the purchasing department of the 21st Century is not an easy task. Today's global economy makes the purchasing function increasingly complicated. In this course, we will explore how to manage the various suppliers that may be located thousands of kilometers from your plant while achieving real cost savings. Furthermore, we will discover how the purchasing department fits in the overall function of the supply chain operation. Lastly, we will cover how the purchasing department should be managed properly to achieve all of its Key Performance Indicators (KPIs).

Course Methodology:

This course uses a mixture of interactive learning tools such as round table discussions, role playing, case studies, individual and team exercises.

Course Content:

The strategic function of purchasing

- The link between the purchasing function and organizational strategy
- Creating a purchasing mission statement
- Matching the purchasing mission with the company's mission
- Writing the department's objectives, • Balancing quality, service and price
- Things purchasing should strive for, • Type O purchasing manager
- Type S purchasing manager

Supplier evaluation and negotiation

- Negotiating with suppliers, • Power in negotiation, • Planning for negotiation
- The 13 powers of negotiation, • Achieving the right agreements with suppliers
- Factors used to evaluate suppliers on total performance
- Ways of promoting good supplier relations, • Creating suppliers as good partners
- Choosing the right suppliers

Value analysis

- 16 key strategic questions to ask, • Applying the 16 strategic questions
- How these 16 questions will reduce total cost, • Optimizing purchasing productivity
- Adding value as a purchasing manager, • The 21st century purchasing manager
- From pushing papers to strategic thinking

Managing and evaluating the department performance

- Centralization versus decentralization, • Reasons for departmental performance appraisal, • Managing other buyers, • Management by objectives
- Continuous development for the buyers, • Key Performance Indicators for purchasing, • Choosing the right KPIs for purchasing
- The right number of departmental KPIs

Improving purchasing efficiency

- Evaluating service to end users, • Conducting the right surveys
- Communicating better with end users, • Ethical behavior with suppliers
- Ethical behavior with end users, • Ethical behavior within the department
- Purchasing policies and procedures, • Training the staff

Course Objectives

By the end of the course, participants will be able to:

- Define the strategic role of the purchasing department
- Perform accurate supplier evaluation
- Develop effective negotiation strategies with all suppliers
- Explain the importance of value analysis to purchasing
- Evaluate the performance of the department using proper Key Performance Indicators (KPIs)
- Improve the efficiency of the purchasing department

Programme Details:

Code:PSCM-16008

Programme Duration: 3 Days

Who Should Attend:

Professionals involved in any production or operation facility and interested in learning about all the important aspects of a production environment including planning, scheduling, forecasting and production management.

Programme Details:

Code:PSCM-16009

Programme Duration: 3 Day

Who Should Attend:

Buyers, senior buyers, purchasing supervisors, purchasing managers and all other personnel who need to understand the purchasing function.

Stock Management, Forecasting and Demand Planning: Tools and Techniques

Course Overview

Demand planning and stock control will help Supply Chain Management (SCM) improve the accuracy of forecasts, ensure enough inventory levels at all times and enhance profitability by optimizing expenses. When demand planning and stock control are properly executed, shortages of what is needed and extra stocks will be a story of the past.

Demand planners are “behind the scenes” professionals who are entrusted with this task. Their job is not straight forward given the dynamic nature of the scope and its many uncertainties. However, when executed right, the companies involved can capitalize on the many untapped opportunities where SCM can make a difference.

In this course, many demand planning theories, models and best practices will be discussed. When properly implemented, they will help participants in dealing with various future scenarios in order to ensure a continuous flow of inventory at the least possible cost.

Course Methodology:

This course uses a mix of interactive and hands-on techniques. Beside brief presentations by the consultant and the participants, there will be many individual and group exercises. The exercises are all work related where participants need to calculate or draw the optimal solutions after understanding the process.

Course Content:

Introduction to stock management

- Supply chain management scope
- Functions and objectives of supply chain management
- Objectives of inventory planning and stock control
- Reasons to hold inventory, • Inventory information system considerations
- Inventory push versus pull systems, • Identifying inventory costs
- Customer service in inventory management

Description and classification of inventory

- Types of inventory, • The inventory ABC classification ranking model
- Uses of the ABC ranking

Forecasting demand and lead time

- The inventory order cycle, • Dependent versus independent demand
- Factors affecting demand, • Factors impacting demand forecast accuracy
- Demand patterns, • Time series forecasting methods: Seasonal demand, Moving average, Exponential smoothing
- Measuring the accuracy of the forecast
- Setting lead time and methods to control it

Inventory costs

- Inventory cost elements: Cost of item, Purchasing cost
- Carrying or holding cost, Stock-out cost

Inventory systems

- The Economic Order Quantity (EOQ) model
- Dealing with quantity discounts
- Objectives of safety stocks
- Setting safety stocks
- Determining the Reorder Point (ROP)

Course Objectives

By the end of the course, participants will be able to:

- State the objectives of stock management and list their impact on cost and customer service
- Prepare proper classification of stock and use best practices for item specification and cataloguing
- Use scientific forecasting techniques to predict demand and better manage lead times
- Differentiate and categorize stock cost elements
- Compute the optimum ordering quantity and determine safety stocks and reorder points

Programme Details:

Code:PSCM-16010

Programme Duration: 3 Days

Who Should Attend:

Those involved in inventory (materials) planning and stock control at the operational and supervisory levels. Also, all those working in other functions of materials management (purchasing, stores, and distribution) who need to understand the mechanics of inventory planning and stock control.

Strategic Sourcing: An Intensive Workshop

Course Overview

Procurement spend could reach 80% of an organization's revenue. Therefore, procurement is a vital component of the organization with increasing pressure on practitioners to abandon tedious administrative tasks in favor of a more central strategic role. This role requires procurement teams to assess procurement spend, analyze complex market segments, engage suppliers, develop sophisticated go-to-market strategies and lead make-or-buy decisions. The intended outcomes, of course, are ensuring security of supply, generating savings and satisfying internal customers. This course is designed to help procurement professionals acquire the competencies required to excel in today's business environment.

Course Methodology:

This course uses a variety of individual and team exercises, case studies, questionnaires and videos.

Course Content:

Fundamentals of supply chain management

- Supply chain overview
- Sustainability in supply chains and logistics
- Supply chain configuration
- The 3 Vs of supply chain management
- The role of procurement in supply chain
- Introducing the purchasing decision matrix

Analysis of spend groups

- 7 steps to strategic sourcing
- Analyzing spend categories: Profiling spend categories, Analyzing financial impact, Assessing market risks, Consolidating category reports
- Operating the strategic sourcing toolkit, • Segmentation and analysis of suppliers
- Calculating Total Cost of Ownership (TCO)

Identification and utilization of sourcing strategies

- Mapping spend categories using purchasing strategy matrix: Routine items
- Bottleneck items, Tactical items, Strategic items
- Managing balance of power in buyer-supplier relations
- 6 sourcing strategies
- Applying sourcing strategies effectively

Supplier Integration Strategies

- Prequalifying suppliers
- Managing supplier certification programs
- Partnering with suppliers
- Managing Supplier Level Agreements (SLAs)

Supply Chain Operations Reference (SCOR) framework for performance management

- SCOR framework overview
- Identifying level 1, 2 and 3 SCOR metrics
- Customizing level 4 SCOR metrics
- Setting performance targets
- Continuous performance improvement

Course Objectives

By the end of the course, participants will be able to:

- Recognize trends and modern practices in supply chain management
- Analyze internal spend and supply market dynamics to provide a foundation for strategic sourcing plan
- Apply different sourcing strategies to optimize savings and ensure supply security
- Utilize supplier integration techniques for sustainable supplier relations
- Apply Supply Chain Operations Reference (SCOR) framework for management of supply chain performance

Programme Details:

Code:PSCM-16011

Programme Duration: 3 Day

Who Should Attend:

Purchasing and supply chain professionals at all levels of the organization.

Supply Chain Risk Management

Course Overview

Supply chain managers, procurement managers and sourcing professionals manage company's activities and spend with its suppliers, which can be a very significant element of a company's total turnover. In the modern day, a company's competitive advantage in most industries, will be determined by maximizing its relationships and the diligent management of its forward and backwards facing supply chains. Added value and competitive advantage are found here, but are also lost here with potential devastating repercussions.

The ability to effectively manage risks in a supply chain is an absolute must in the skill set of any current supply chain professional. This course will equip and develop procurement and supply chain professionals with skills that enable them to operate diligently and effectively with their supply base, mitigating any risks and maximizing all opportunities to gain competitive advantage in their market place.

Course Methodology:

This course is highly interactive and includes group discussions, team exercises, case studies, individual and group presentations, videos and summative quizzes. All participants will have several opportunities to apply the advanced knowledge they gained and demonstrate their skills in Supply Chain Risk Management.

Course Content:

Supply chain management and risk

- Supply chain overview, • Supply chain objectives
- Introduction to risk management, • Risk management terms and concepts
- Scoping supply chain risk: Supply-side partners, Demand-side partners
- Internal echelons, • Corporate culture and risk appetite

Managing risk process in supply chains

- Stakeholder management, • Developing a communications plan: Message scope and clarity, Identifying stakeholders, Mapping stakeholders, Customized messaging, Distribution of roles
- Managing change, • Technical elements of change
- Political elements of change, • Emotional elements of change
- Risk process overview, • Risk charters and documentation
- Risk management Templates, • Risk administration

Risk Response

- Monitoring and controlling supply chain risks
- Risk analysis: Measuring impact of risk, Measuring likelihood of risk
- Quantifying risk, • Mapping risks (risk heat maps)
- Risk response strategies: Accept, reject and transfer
- Mitigation and contingency planning
- Managing risk charter: Elements of risk charter, Ownership of risk charter
- Defining risk accountabilities and responsibilities
- The charter as a live document

Risk management considerations

- Cultural considerations, • Ethical considerations, • Legal considerations
- Risk and the external environment

Inventory systems

- The Economic Order Quantity (EOQ) model, • Dealing with quantity discounts, • Objectives of safety stocks, • Setting safety stocks
- Determining the Reorder Point (ROP)

Course Objectives

By the end of the course, participants will be able to:

- Outline modern supply chain and risk management concepts as a foundation for operational success
- Recognize and assess sources of risk from across the supply chain
- Develop risk mitigation and contingency plans to ensure uninterrupted supply flow
- Employ communications and risk project management tools to enable successful implementation of risk management plan
- Recognize cultural, ethical and legal parameters for consideration in supply chain risk management planning

Programme Details:

Code:PSCM-16012

Programme Duration: 3 Days

Who Should Attend:

Supply chain and logistics professionals, in particular those at operational, supervisory and management level. The course is ideal for those seeking to complement their supply chain and logistics experience with risk management skills suited for their day to day operations.

Tactical Purchasing Practices for Cost Optimization

Course Overview

Managing the purchasing department of the 21st Century is not an easy task. Today's global economy makes the purchasing function increasingly complicated. In this course, we will explore how to manage the various suppliers that may be located thousands of kilometers from your plant while achieving real cost savings. Furthermore, we will discover how the purchasing department fits in the overall function of the supply chain operation. Lastly, we will cover how the purchasing department should be managed properly to achieve all of its Key Performance Indicators (KPIs).

Course Methodology:

This course uses a mixture of interactive learning tools such as round table discussions, role playing, case studies, individual and team exercises.

Course Content:

The strategic function of purchasing

- The link between the purchasing function and organizational strategy
- Creating a purchasing mission statement
- Matching the purchasing mission with the company's mission
- Writing the department's objectives, • Balancing quality, service and price
- Things purchasing should strive for, • Type O purchasing manager
- Type S purchasing manager

Supplier evaluation and negotiation

- Negotiating with suppliers, • Power in negotiation
- Planning for negotiation, • The 13 powers of negotiation
- Achieving the right agreements with suppliers
- Factors used to evaluate suppliers on total performance
- Ways of promoting good supplier relations, • Creating suppliers as good partners
- Choosing the right suppliers

Value analysis

- 16 key strategic questions to ask, • Applying the 16 strategic questions
- How these 16 questions will reduce total cost, • Optimizing purchasing productivity
- Adding value as a purchasing manager, • The 21st century purchasing manager
- From pushing papers to strategic thinking

Managing and evaluating the department performance

- Centralization versus decentralization
- Reasons for departmental performance appraisal
- Managing other buyers
- Management by objectives
- Continuous development for the buyers,
- Key Performance Indicators for purchasing
- Choosing the right KPIs for purchasing
- The right number of departmental KPIs

Improving purchasing efficiency

- Evaluating service to end users, • Conducting the right surveys
- Communicating better with end users, • Ethical behavior with suppliers
- Ethical behavior with end users, • Ethical behavior within the department
- Purchasing policies and procedures, • Training the staff

Course Objectives

By the end of the course, participants will be able to:

- Define the strategic role of the purchasing department
- Perform accurate supplier evaluation
- Develop effective negotiation strategies with all suppliers
- Explain the importance of value analysis to purchasing
- Evaluate the performance of the department using proper Key
- Performance Indicators (KPIs)
- Improve the efficiency of the purchasing department

Programme Details:

Code:PSCM-16013

Programme Duration: 3 Day

Who Should Attend:

Buyers, senior buyers, purchasing supervisors, purchasing managers and all other personnel who need to understand the purchasing function.



Project Management





Agile Project Management

Course Overview

The overall aim of this course is to provide participants with the skills needed to manage knowledge-based projects and to apply agile project management methodologies. Participants in this interactive course will learn all the critical tools and techniques required to manage projects using agile practices.

Course Methodology:

This course relies on the use of individual and group exercises aimed at helping participants learn all key activities for agile project management. The course also relies on the use of a number of case studies and presentations by participants, followed by discussions. In addition, this course incorporates pre and post testing.

Course Content:

Agile principles and mindset

- Core principles of agile project management, • Agile's mindset
- Traditional versus agile project management
- Agile methodologies: Scrum, Extreme programming (XP), Lean product development, • Agile leadership

Value-driven delivery

- Assessing value, • Prioritizing schemes: MoSCoW, Monopoly money, Dot voting, Kano analysis, • Minimal value product, • Agile contracting, • Verifying and validating value.

Stakeholders Engagement

- Principles of stakeholders engagement, • Developing an agile charter
- Definition of "Done", • Agile modeling: Communicating with stakeholders
- Using critical interpersonal skills

Team performance

- Agile team roles, • Building and maintaining high performance team
- Models of team development, • Training, coaching and mentoring
- Creating collaborative work spaces, • Distributed teams
- Tracking team performance (burn charts, cumulative flow diagrams, velocity)

Adaptive planning

- Progressive elaboration, • Decomposition process
- Timeboxing - the control of chaos, • Agile estimation, • User stories
- Sizing Tools for High Level Planning (affinity estimating, t-shirt sizing, story maps, product roadmaps), • Release and iteration planning
- Define Acceptance Criteria and Write the Acceptance Tests
- Daily standups

Problem detection and resolution

- Detecting problems
- Failure modes
- Lead time and cycle time
- Managing threats and issues
- Creating risk-adjusted backlog

Continuous improvement

- Process tailoring, • Hybrid methods, • Process analysis,
- Value stream mapping, • Retrospectives, • Team self-assessment

Course Objectives

By the end of the course, participants will be able to:

- Define agile project management frameworks, processes and methodologies and understand the agile mindset and the value-driven delivery.
- Apply agile tools and techniques in compliance with the Project Management Institute (PMI) standards.
- Engage the agile project stakeholders through establishing active dialogue to identify potential issues, risks and defects.
- Define the roles and responsibilities for each member of the team and build a high-performance agile teams.
- Apply adaptive planning on the agile project that will enable the team to respond to changes effectively.
- Incorporate continuous improvement to agile projects through process analysis and process tailoring.

Certificate in Advanced Project Management

Course Overview

The overall aim of this course is to provide participants with the knowledge and skills needed to perform in-depth analysis for a project during the planning and the implementation phases. Participants in this interactive course will learn all the critical tools and techniques required to make decisions to optimize the successful execution of a project in a dynamic environment.

Course Methodology:

This course relies on the use of individual and group exercises aimed at helping participants learn all key project management activities. The course also relies on the use of a number of case studies and presentations by participants, followed by discussions. In addition, this course incorporates pre and post testing.

Course Content:

Overview of project management

- Defining project management terminologies, • Project management benefits
- Triple constraints, • Project life cycle, • Project stakeholders
- Effect of organizational structure

Project selection

- Project selection models, • Benefit cost ratio, • Average Rate of Return (ARR)
- Payback period, • Net Present Value (NPV), • Internal Rate of Return (IRR)
- Decision trees

Project planning and scheduling

- Project charter, • Project scope statement, • Building work breakdown structure
- Duration estimation, • Program Evaluation and Review Technique (PERT)
- Relationships between activities, • Network diagram, • Critical Path Method (CPM)
- Manipulating logic, • Resource allocation, • Resource leveling
- Duration acceleration

Project budgeting

- Cost estimating techniques, • Cost baseline, • Project budget
- Slack management, • Compression by crashing

Project control

- Variance analysis, • Dashboards and scorecards, • Key performance indicators
- Earned value, • Managing deviations

Project risk management

- Project risk identification, • Qualitative risk analysis, • Quantitative risk analysis
- Project risk response planning, • Contingency and management reserves

Program management

- Program life cycle, • Developing program work breakdown structure
- Developing program schedule, • Developing program financial plan

Course Objectives

By the end of the course, participants will be able to:

- Define project management frameworks, processes and tools in compliance with the Project Management Institute (PMI) standards
- Apply different techniques that will assist in the project selection process
- Construct project diagrams, schedules and plans and use different techniques to perform an in-depth analysis on project schedules and plans
- Identify different methods for cost estimating and project budgeting
- Manage time and cost deviations through applying 'earned value analysis'
- Employ risk management plans and apply risk response strategies to ensure successful implementation of the project
- Develop program management plans in compliance with PMI standards

Programme Details:

Code: PM-12000

Programme Duration: 5 Days

Who Should Attend:

Personnel who are seeking in-depth knowledge of agile project management. The course is also designed to provide comprehensive for the practices, tools and techniques used to effectively respond to changes in their project within the agile framework.

Programme Details:

Code: PM-12001

Programme Duration: 5 Day

Who Should Attend:

Personnel who are seeking in-depth knowledge of creating and managing project plans. The course is also designed to provide comprehensive time, cost and risk analysis as well as several techniques used to regain control over projects.

Establishing and Managing the Project Management Office (PMO)

Course Overview

The overall aim of this course is to provide participants with the knowledge required to build and manage the Project Management Office (PMO). The course involves coaching participants on assessing the project management maturity level of their organization and implementing strategies to improve it. The course also aims at assisting participants in tailoring a project management methodology that fits their organization's environment.

Course Methodology:

The course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants and psychometric assessments. The course also features the use of a number of group exercises and case studies followed by plenary discussions.

Course Content:

The strategic PMO

- Key roles of the PMO, • Benefits of the PMO
- The link between strategy and projects, • Aligning strategy with projects
- The strategy and projects framework

PMO business case, organization, structure and functions

- Portfolios, programs and projects, • Developing a strong PMO business case
- Organizational structure for projects, • Types of PMOs
- Functions of the PMO

Maturity and the PMO

- Defining maturity and capability, • Steps for increasing maturity level
- Baseline maturity assessment, • Project management health check
- Maturity gap analysis steps
- Organizational project management maturity model (PMI- OPM3)

PMO planning, preparation and strategy

- Creating the PMO charter, • Objectives and milestones
- Using gap analysis to set milestones, • Implementation strategy phases
- Measuring success metrics

Establishing a project management methodology and

PMO governance

- Defining project methodology, • Establishing methodology steps
- Elements of methodology, • Methodology quality dimensions
- Defining governance, • Governance framework

Human capital and the PMO

- Key issues in people management, • Staffing the PMO
- Competency identification, • Performance measurement and rewards
- Career paths and leadership development
- Best practices for people management in the PMO

Project knowledge management and the PMO

- Key success factors in knowledge management
- The knowledge management process
- Project closeout and capturing lessons learned
- The knowledge gap in project management
- PMO as a community of practice
- Measuring and monitoring project performance

Course Objectives

By the end of the course, participants will be able to:

- Relate organizational strategy to project framework
- Develop a business case that outlines Project Management Office (PMO) challenges and opportunities
- Evaluate and increase the project maturity level of the organization
- Create the PMO charter and implement the relevant strategy phases
- Establish a project management methodology and governance
- Assemble the PMO team and establish performance measurements
- Discover the consulting role of PMO in knowledge management

Managing IT Projects Effectively

Course Overview

The overall aim of this course is to provide participants with the knowledge and the skills needed to successfully manage an Information Technology (IT) project from inception to closure. Participants in this interactive course will learn all the critical tools and techniques required to play a leading role as an IT project manager such as analyzing the requirements, preparing project plans, developing project budgets, leading the project team and evaluating the overall performance.

Course Methodology:

This course relies on the use of individual and group exercises aimed at helping participants learn all the key activities related to contract management. The course also features the use of a number of case studies and role plays by participants followed by discussions. In addition, this course incorporates pre and post testing.

Course Content:

Overview of IT project management

- Defining project management terminologies, • Common project characteristics
- Working with end users, • Skills needed by IT project manager
- Challenges in IT project management, • IT project life cycle
- IT project structure, • IT project manager roles and responsibilities

Project concept

- Assessing business needs and opportunities, • Developing project concept
- Evaluating financial benefits and costs, • Identifying stakeholders
- Establishing conceptual solutions, • Developing the business case

Project requirements

- Gathering and defining requirements,
- Functional and non-functional requirements,
- Analyzing and prioritizing requirements, • Documenting requirements

Project planning

- Building work breakdown structure, • Estimating project duration and resources
- Activity sequencing, • Network diagram, • Critical path analysis
- Schedule planning, • Gantt charts, • Milestone charts, • Resource planning
- Resource leveling, • Cost estimating, • Risk management planning
- Subsidiary management plans

Project design

- Developing preliminary design, • Performing gap analysis, • Prototyping IT solution
- Preparing technical specifications documentation
- Design techniques, • Solution alternatives

Project implementation and closeout

- Managing project team, • Conflict management, • Managing stakeholders
- Managing schedule, • Managing cost, • Administering contracts
- Earned value analysis, • Guidelines for regaining project control
- Performing quality assurance, • System testing, • Change management
- Delivery and transitioning, • Administrative and contractual closeout phase
- Guidelines for project closeout

Course Objectives

By the end of the course, participants will be able to:

- Manage information technology projects using different project management methodologies
- Evaluate the business case of IT projects to ensure feasibility and proper justifications
- Relate project requirements and objectives to stakeholders' needs in a clear and compelling manner
- Explain fundamental project planning activities and processes and set realistic measurable objectives in terms of time and cost using proven project planning techniques
- Identify the role of the project manager during the design and the implementation phases of the project
- Outline all the activities during the execution phase of a project and establish an effective control process to ensure execution in line with the project plans

Programme Details:

Code: PM-12002

Programme Duration: 5 Days

Who Should Attend:

Project Management Office (PMO) directors and managers, members of project offices, project sponsors, functional managers, senior management and all individuals involved in building and managing the PMO.

Programme Details:

Code: PM-12003

Programme Duration: 5 Day

Who Should Attend:

Project managers and senior IT professionals who seek to manage small to large size IT projects or to broaden their knowledge in the key project management functions. This course is designed to complement the technical knowledge of IT professionals involved in an IT project with the necessary project management skills.

Managing Project Stakeholders

Course Overview

The overall aim of this course is to assist participants in identifying project stakeholders and managing their expectations. Participants will learn how to develop stakeholder management plans, stakeholder registers, and strategies for effectively engaging stakeholders in project decisions and execution. The course also aims at sharpening participants' leadership, negotiation, communication, and conflict management skills to foster the appropriate stakeholder engagement in project decisions and activities.

Course Methodology:

The course uses a mix of interactive techniques, such as brief presentations by consultant and participants coupled with a number of psychometric assessments. The course also features the use of a number of group exercises and case studies followed by plenary discussions.

Course Content:

Stakeholder management overview

- Defining project stakeholders: APM Definition, PMI Definition
- A practical definition of project stakeholders
- Stakeholders management skills set: Technical skills, Business insights

People skills

Categorizing and prioritizing project stakeholders

- Dimensions of stakeholders categorization
- Power and interest matrix
- Power and influence matrix
- Power and knowledge matrix
- Stakeholders engagement assessment matrix
- Developing stakeholder register
- Stakeholder management plan
- Stakeholder groups classification

Managing project stakeholder communications

- Stakeholder communication plan,
- Stakeholder communication channels
- Holistic approach to communication
- Managing stakeholders in a virtual world
- Managing difficult stakeholders
- Managing project stakeholders conflicts
- Conflict management styles
- Factors affecting conflict modes

Leading project stakeholders

- Project managers as leaders
- Disciplines of leading project stakeholders
- Leadership time continuum
- Leadership capability continuum
- The leadership matrix
- The leadership matrix actions
- Choosing the right leadership style for stakeholders
- Situational leadership model

Negotiating with project stakeholders

- Types of negotiations
- Negotiation mindsets
- Critical concepts of win-win negotiation
- Characteristics of good negotiators
- Negotiations and building coalitions
- Stages of negotiation process
- Negotiation strategies
- Negotiation best practices

Course Objectives

By the end of the course, participants will be able to:

- Categorize project stakeholders and build the stakeholder management plan
- Analyze the interest and influence of project stakeholders
- Arrange the stakeholder communication channels and manage stakeholder conflicts
- Choose the appropriate leadership style for each project stakeholder
- Apply win-win negotiation techniques with project stakeholders

Managing Projects in Controlled Environments: The PRINCE2 Approach

Course Overview

The overall aim of this course is to provide participants with the proper understanding, methodologies, processes, and themes used to manage a project successfully according to PRINCE2 principles. The course also aims at preparing participants for the PRINCE2 certification exams, both foundation and practitioner levels, through experimenting with different project scenarios and case studies.

Course Methodology:

The course uses a mix of interactive techniques, such as brief presentations by consultant and participants as well as PRINCE2 exam sample questions and scenarios. The course also features the use of a number of group exercises and case studies followed by plenary discussions.

Course Content:

Overview of PRINCE2

- Introducing PRINCE2, • The structure of PRINCE2, • The PRINCE2 principles
- Benefits of using PRINCE2

Starting a project successfully with PRINCE2

- Starting up a project process activities, • Initiating a project process activities
- Preparing the strategies
- Using the PRINCE2 principles and themes to successfully start a project

Organization theme

- GCommon project organizational challenges
- Three project interests, • Four levels of management
- The project management team, • Customer and supplier environment

Business case and plans themes

- Business case outputs, outcomes, and benefits
- The benefits review plan, • Business case responsibilities
- Levels of plans, • The PRINCE2 approach to plans
- Product based planning technique

Quality and risk themes

- Quality assurance and project assurance, • Quality planning
- The quality review technique, • The PRINCE2 approach to risk
- Risk management strategy components, • The risk management procedure

Change and progress themes

- Types of issues, • Change authority
- Issue and change control procedure, • Tolerances and exceptions
- PRINCE2 controls, • Using stages to control a project

Managing the middle of a project successfully with PRINCE2

- Overview of the middle of a PRINCE2 project
- The controlling stage and managing product delivery processes
- The managing stage boundary process

Managing the end of a project successfully with PRINCE2

- Overview of the end of a PRINCE2 project
- The closing project process
- Using the PRINCE2 principles and themes to close the project

Course Objectives

By the end of the course, participants will be able to:

- Identify PRINCE2 principles, themes and processes
- Apply PRINCE2 to successfully start and initiate a project
- Define the project's structure of accountability and responsibilities
- Assess the continuity of project viability and define means to deliver the products
- Create and verify products that are fit for purpose and control project uncertainty
- Outline approved changes to the baseline and control unaccepted deviations
- Plan and manage the product delivery and stage boundary processes
- Conclude the project according to PRINCE2 principles

Programme Details:

Code: PM-12004

Programme Duration: 3 Days

Who Should Attend:

Project managers, members of project offices, project sponsors, functional managers, senior management and individuals interested in project stakeholder management.

Programme Details:

Code: PM-12005

Programme Duration: 5 Day

Who Should Attend:

Project professionals including project managers, Project Management Office (PMO) staff and project team members.

Mastering Project Metrics, KPIs and Dashboards

Course Overview

The overall aim of this course is to provide participants with the skills needed to design and apply project metrics and Key Performance Indicators (KPIs). Moreover, the course assists participants in identifying the driving forces for better value based project metrics and allows them to design project dashboards. The course enables participants to master the features of Microsoft Project in reporting project performance and taking corrective and preventive actions.

Course Methodology:

The course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants, group exercises and case studies. The course also includes hands-on training using Microsoft Project software.

Course Content:

The driving forces for better project metrics

- Executive view of project management
- Types of project management methodologies
- Framework versus methodology, • 'Engagement' project management
- A new look at defining project success
- Stakeholder relations management cycle
- Project scope creep, • Project health checks

Project metrics

- Project management metrics: early years versus current view
- Understanding project metrics, • Metrics requirements
- Characteristics of project metrics, • Project metrics categories and types
- Selecting the right project metrics
- Metrics and the Project Management Office (PMO)

Project key performance indicators

- The need and use for project KPIs
- Characteristics of KPIs, • Categories of KPIs
- Selecting KPIs, • Measuring KPIs, • KPIs' interdependencies
- Targets and failures, • Top 25 project management KPIs

Managing project metrics and KPIs using MS project

- Developing earned value metrics and KPIs
- Reports versus views, • Formatting tables in a report
- Formatting charts in a report, • Creating a custom report

Project dashboards

- Traffic light dashboards reporting
- Dashboards and scorecards, • Benefits of dashboards
- Rules for dashboards, • Dashboard design tips

Value based project management metrics

- Combining success and value
- Recognizing the need for project value metrics
- The need for effective measurement techniques
- The relationship between project management and value
- Creating project value metrics, • Value metric measurement

Course Objectives

By the end of the course, participants will be able to:

- Identify the driving forces that will lead to better project metrics
- Define and select the right project metrics
- Develop and apply project KPIs
- Create project KPIs and reports using MS project
- Design a project dashboard and traffic light reports
- Construct value based project metrics

Microsoft Project Workshop

Course Overview

The overall aim of this course is to train participants on the use of Microsoft Project software and enable them to discover all its features. Participants will be able to develop project plans and calendars, customize different charts, views and tables. The course also aims at training participants on different project related techniques such as resource assignment and leveling, tracking progress and consolidating project plans.

Course Methodology:

The course relies heavily on hands-on training using Microsoft Project software. The methods used will also include a mix of interactive techniques such as brief presentations by the consultant and the participants, group exercises and discussions.

Course Content:

Understanding projects

- Project definition
- Triple constraints
- Project management processes
- Project life cycle

Starting a new project

- Creating a project file
- Setting project calendar
- Entering and manipulating new tasks
- Entering milestones

Scheduling tasks

- Establishing tasks dependencies
- Setting up task constraints
- Entering recurring tasks
- Splitting tasks

Managing resources

- Adding and entering resource capacity
- Resource calendar
- Assigning work resources to tasks
- Finding the right resources
- Effort driven scheduling

Identifying critical path and resource allocation

- Network diagram
- Critical path analysis
- Resource allocation
- Resources leveling

Tracking progress

- Saving the project baseline
- Tracking the project as scheduled
- Entering the task completion percentage and actual values
- Rescheduling incomplete work
- Updating baseline

Organizing and formatting project details

- Sorting and grouping project details
- Filtering project details
- Customizing tables, views and Gantt charts
- Customizing and printing reports
- Viewing and reporting project status
- Spotlight report

Consolidating projects and resources

- Creating resource pool
- Linking projects to resource pool
- Consolidating project plans
- Creating dependencies between projects
- Earned value calculations

Course Objectives

By the end of the course, participants will be able to:

- Define projects and identify project constraints
- Develop project files and calendars
- Schedule tasks and enter recurring tasks
- Set up resources and assign them to tasks
- Identify critical path and apply resource leveling
- Prepare baselines and track project progress
- Design project status reports and customize charts
- Create resource pools and consolidate project plans

Programme Details:

Code: PM-12006

Programme Duration: 5 Days

Who Should Attend:

Project managers, members of project offices, project sponsors, functional managers, senior management and individuals involved in developing and managing project metrics and Key Performance Indicators (KPIs).

Programme Details:

Code: PM-12007

Programme Duration: 5 Day

Who Should Attend:

Project schedulers, project planners, project coordinators, project managers, members of project office and anyone interested in project management.

Project Management for Contract Professionals

Course Overview

The overall aim of this course is to provide participants with the knowledge and skills needed to successfully manage a project executed by contractors throughout its life cycle from initial concept to delivery.

Participants in this interactive course will learn all the critical tools required to perform project plans and develop project budgets as well as techniques needed to communicate and manage contractors during the implementation phase.

Course Methodology:

This course relies on the use of individual and group exercises aimed at helping participants learn all key contract management activities. The course also features the use of a number of case studies and presentations by participants followed by discussions. In addition, this course incorporates pre and post testing.

Course Content:

Overview

- Definition of a project and project management
- Project and contract relationship, • Project life cycle, • Project stakeholders

Project metrics

- Project management metrics: early years versus current view
- Definition of a contract, • Elements of a contract
- Objectives of contract management, • Knowing your contract
- Scope of work, • Terms and conditions, • Stages of contracting

Pre-award phase

- Developing the business case, • Project charter
- Project scope statement, • Contracting plan, • Locating contractors
- Contractors pre-qualification, • Developing the project plan

Project planning

- Work breakdown structure
- Duration and resources estimation, • Relationships between activities,
- Network diagrams, • Critical path analysis
- Developing a 'Gantt' chart, • Milestone charts, • Resource allocation
- Project budgeting, • Project and contract risk management

Award phase

- Evaluation plan, • Terms and conditions, • Fixed price contracts
- Cost reimbursable contracts, • Time and material contracts

Post award phase

- Contract administration, • Project status reporting, • Managing deviations
- Tools used to manage projects and contracts, • Variation orders
- Handling claims, • Dealing with disputes, • Breach of contract

Course Objectives

By the end of the course, participants will be able to:

- Identify the major processes in project management in a related contract framework
- Outline the major activities, steps and tools needed to manage a contracting partner who is executing the project
- Devise the contracting strategy for a project and recognize the main contractual provisions that can affect it
- Develop detailed project plans to manage contracts and to deal with deviations effectively
- State different types of contracts and their impacts on the relationship with the contractors
- Describe the post award main processes including control techniques, change management, and contract administration

Programme Details:

Code: PM-12008

Programme Duration: 5 Days

Who Should Attend:

Personnel who are seeking in-depth knowledge at managing their contractual partners who are executing their projects. The course is designed to provide project management concepts and tools as well as contract provisions and conditions that will enable the collaboration with the contractors efficiently.

Project Management for Transport Infrastructure

Course Overview

Rapid changes in modern technology are driving Transport Infrastructure Managers around the world to build on their knowledge, in order to deliver transport systems that meet current and future infrastructure requirements.

This Project Management for Transport Infrastructure (PMTI) course is an intensive training program, exclusively designed to assist managers responsible for managing and delivering transportation and road infrastructure projects.

Participants will develop their skills and responsiveness on all key stages of Transport Infrastructure Project Management, such as concept of operation (CONOPS), project planning, delivery, finalization and benefit management.

Course Methodology:

This course will facilitate knowledge sharing through group workshops, using global project delivery examples. Day to day practical project experiences and team exercises will allow participants to engage and be better equipped to manage the delivery and processes of infrastructure projects.

Course Content:

Transport and Road Infrastructure Project Management

- Importance of network vision and strategic transport planning
- Understanding transport and road infrastructure project management
- Importance of early communication and stakeholder management
- Infrastructure project life cycle and asset management
- Sustainable transport policy and its role in project and program management
- Infrastructure project financing and delivery options

Establishing and Managing an Infrastructure Project - Part A

- Establishing a transport infrastructure project
- Identification and use of best project management practice (Prince2, Agile, PMBOK, OnQ, etc.)
- Establishing and leading the project team
- Project planning (PID/Mandate /Preliminary business case)
- Effective project planning to strengthen project management competencies
- Developing a concept of Operations (CONOPS) / Blue Print, • Project approvals

Establishing and Managing an Infrastructure Project - Part B

- Request for information (RFI) or Market Testing and expression of interest (EOI)
- Project procurement, • Project scheduling and milestone management
- Project risk management, • Probity and ethics
- Project monitoring and control reporting

Infrastructure Project and Program Governance

- Understanding the concepts of infrastructure finance and the use of special purpose vehicles, • Alternative financing plans such as commercial and financial structuring of Public Private Partnerships, • Difference between infrastructure financing and funding and the challenges in raising finance, • Project and program governance, • Achieving value for money in a constrained economic environment
- Collaborative professional networking for continuous project management

Project Finalization and Benefit Management

- Importance of project finalization, • Constructed designs, • Project close-out
- Project benefit management, • Key learning and concepts, • Way forward

Course Objectives

By the end of the course, participants will be able to:

- Enhance knowledge of transport infrastructure projects and enable project managers to successfully achieve delivery objectives
- Explain network vision and critical strategies needed to achieve project objectives
- Demonstrate key aspects of Transport Infrastructure Project Management from concept of operation (CONOPS) to project delivery, finalization and benefit management
- Explain the necessary tools that could be effectively used to manage transport projects successfully
- Gain knowledge of project management principles, best practices and methodologies to achieve outcomes
- Describe and demonstrate the importance of project governance and assurance processes

Programme Details:

Code: PM-12009

Programme Duration: 5 Day

Who Should Attend:

This course is an intensive training program exclusively designed to assist project managers, planners, project engineers and senior managers responsible for making decisions and delivering or managing transportation projects.

Project Management Skills

Course Overview

The overall aim of this course is to provide participants with the necessary skills required to plan their projects by creating project scope statements and project work breakdown structures. Additionally, participants will learn how to develop key performance indicators for monitoring and controlling their project schedule and budget. The course also aims at assisting participants in appraising the feasibility of their projects by applying capital budgeting techniques. Finally, the course will cover how to effectively plan project stakeholders' engagement and manage their expectations.

Course Methodology:

The course uses a mix of interactive techniques, such as brief presentations by consultant and participants, and psychometric assessments. The course also features the use of a number of group exercises and case studies followed by plenary discussions.

Course Content:

Planning projects

- Project management definitions
- Projects versus operations
- Managing project constraints
- Applications of project management
- Potential benefits of project management
- Definition of project life cycle
- Defining project requirements: Statement of Work (SOW)
- Project specifications, Milestone schedule, Work breakdown structure
- WBS decomposition problems
- WBS guidelines and checklists

Scheduling projects

- Linking activities and WBS sequencing
- Forward and backward scheduling
- Critical Path Method (CPM)
- Slack management
- Program Evaluation and Review Technique (PERT)
- Schedule compression techniques
- Myths and realities of schedule compression
- Resource planning and leveling

Organizing and controlling projects

- Project organization and project control
- Mastering earned value management
- Schedule and budget variances
- Project forecasting
- Project management reporting
- Auditing a project
- The role of software in project management

Selecting projects using capital budgeting techniques

- Definition of capital budgeting
- Cost of capital
- Accounting Rate of Return (ARR)
- Payback Period (PP)
- Net Present Value (NPV)
- Internal Rate of Return (IRR)

Managing project stakeholders

- Identifying stakeholders
- Types of stakeholders
- Stakeholder power and interest grid
- Planning stakeholder management
- Managing stakeholder engagement
- Controlling stakeholder engagement

Course Objectives

By the end of the course, participants will be able to:

- Plan projects using statement of work and Work Breakdown Structure (WBS)
- Schedule projects activities and build the project network model
- Calculate project budgets and schedule variances using Earned Value (EV) techniques
- Select the right projects using capital budgeting techniques
- Relate to project stakeholders through better negotiation and communication skills

Programme Details:

Code: PM-12010

Programme Duration: 5 Days

Who Should Attend:

Project managers, members of project offices, project sponsors, functional managers, senior management and individuals interested in project management.

Project Risk Management

Course Overview

The aim of this course is to enable participants to plan, manage and control project risks. By taking this course, participants will learn to develop project risk management plans and identify project risks related to a project's triple constraints which are: scope, schedule and resources. They will learn to qualify and quantify project risks and develop appropriate risk responses, and will design and calculate key performance indicators for monitoring and controlling project risks.

Course Methodology:

The course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants and group exercises. The course also includes calculations and analysis of real case studies related to project risk management.

Course Content:

Planning risk management

- Definitions of risk and risk management
- Components of risk
- Project selection and risk
- Project risk planning processes
- Risk propensities
- Risk management plan elements
- Risk preferences

Identifying project risks

- Sources of scope risks
- Sources of schedule risks
- Sources of resources risks
- Cause-risk-effect statements
- Project priority matrix
- Risk register entries
- Managing project risks

Assessing and analyzing project risks

- **Qualitative risk analysis:** Risk probability scales, Risk impact scales
- Risk assessment matrix, Assumptions testing, Risk and cognitive biases
- **Quantitative risk assessment:** Common risk distributions
- Quantifying risks using PERT analysis, Expected Monetary Value (EMV)
- Decision trees, Monte Carlo simulation

Developing risk response strategies

- Categories of risk
- Risk response planning
- Risk management timeline
- Strategies for negative risks (threats)
- Strategies for positive risks (opportunities)
- Contingency planning
- Creating risk reserves

Monitoring and controlling project risks

- Implementing response plans
- Diagnostic metrics
- Hard data issues
- Soft data issues
- Metrics and trend analysis
- Most common project metrics
- Project reviews and risk reassessment

Course Objectives

By the end of the course, participants will be able to:

- Develop project risk management plans
- Identify project risks related to scope, schedule and resources
- Perform quantitative and qualitative risk assessments
- Plan strategies for negative and positive risks
- Devise metrics to monitor and control project risks

Programme Details:

Code: PM-12011

Programme Duration: 5 Day

Who Should Attend:

This course has been designed for project risk managers, risk owners, project managers, members of the project office, project sponsors, functional managers, senior management and individuals interested in project risk management.

Project Risk Management Bootcamp

Course Overview

The overall aim of this program is to enable participants to plan, manage and control project risks. Moreover, participants will be able to develop project risk management plan and identify project risks related to the project triple constraints; i.e.: scope, schedule and resources. The program also aims at assisting participants in qualifying and quantifying project risks and developing appropriate risk responses. In line with the above; participants will also design and calculate key performance indicators for monitoring and controlling project risks.

Course Methodology:

The program uses a mix of interactive techniques, such as brief presentations by the consultant and the participants and group exercises. The program also includes calculations and analysis of real case studies related to project risk management.

Course Content:

Planning risk management

- Risk components
- Project selection
- Risk preferences
- Project risk planning processes
- Risk management plan elements

Identifying Project risks

- Identifying scope risks
- Identifying schedule risks
- Identifying resources risks
- Managing project risks

Qualifying and quantifying project risks

- Quantitative and qualitative risk analysis
- Risk probability
- Risk impact
- Qualitative risk assessment
- Quantitative risk assessment: Risk assessment matrices, Quantifying risks using PERT analysis, Common continuous risk distributions
- Expected monetary value (EMV) analysis, Decision tree analysis

Developing risk response strategies

- Categories of risk
- Risk management strategies
- Risk response planning
- Contingency planning
- Risk registers

Monitoring and controlling project risks

- Implementing response plans
- Collecting project status
- Metrics and trend analysis
- Project reviews and risk reassessment

Course Objectives

By the end of the course, participants will be able to:

- Develop project risk management plan
- Identify and predict project risks related to scope, schedule and resources.
- Apply quantitative and qualitative risk assessments
- Plan strategies for negative and positive risks
- Devise metrics to monitor and control project risks

Preparation for Risk Management Professional (RMP) Certification

Course Overview

The overall aim of this course is to prepare participants for the Risk Management Professional (RMP) certification. Additionally, participants will be able to develop project risk management plans and risk registers. The course also aims at assisting participants in performing qualitative and quantitative assessments for developing appropriate risk responses. In line with the above, participants will devise key performance indicators for monitoring and controlling project risks.

Course Methodology:

The course uses a mix of interactive techniques such as group exercises, brief presentations by the consultant and the participants, practicing exam questions and simulations.

Course Content:

PMI-RMP credential overview

- The Project Management Institute (PMI), • Credential overview
- Application process, • Exam overview, • Questions format

Introduction to project risk

- PMBOK guide review,
- Defining and classifying risk, • Approach to risk management
- Risk management critical success factors, • Project risk management processes

Planning risk management

- Steps to generating the risk management plan
- Planning meeting and analysis, • Risk register contents
- Risk register update cycle, • Managing the risk register

Identifying risks

- Information gathering techniques, • Diagramming techniques
- Analysis techniques, • Seven basic tools of quality

Performing qualitative risk analysis

- Risk probability and impact assessment
- Risk probability and impact matrix, • Risk data quality assessment
- Risk categorization, • Risk urgency assessment

Performing quantitative risk analysis

- Interviewing and understanding standard deviation
- Probability distributions, • Sensitivity analysis
- Expected monetary value analysis, • Decision tree analysis

Planning risk responses

- Risk response strategies, • Contingency response strategy
- Types of reserves, • Fallback plan

Risk communication and leadership

- Risk communication process, • General management and Leadership styles
- Motivational and management theories, • Conflict management

Course Objectives

By the end of the course, participants will be able to:

- Review the RMP exam requirements and application process
- Define several risk key terms and develop a solid framework of risk management
- Plan risk management and manage the risk register
- Identify project risks using different techniques
- Evaluate qualitatively the identified project risks
- Estimate quantitatively the overall effect of risk on the objectives of the project
- Develop effective response actions that are appropriate to the priority of the project risks
- Review and control project risks through reassessments and audits
- Identify the leadership and communication competencies related to risk management

Programme Details:

Code: PM-12012

Programme Duration: 5 Days

Who Should Attend:

The target audience includes: project risk managers, risk owners, project managers, members of project office, project sponsors, functional managers, senior management and individuals interested in project risk management.

Programme Details:

Code: PM-12013

Programme Duration: 5 Day

Who Should Attend:

Risk managers, project managers, and members of project offices, project sponsors, functional managers, senior management and individuals interested in RMP certification.



Quality Management





ISO 9001:2015 Transition Training

Course Overview

Quality Management Systems and the ISO 9001:2015 standard has been designed for a global adoption in both manufacturing and service industries; it provides the necessary platform to allow companies of all sizes to demonstrate compliance to a global standard.

Now more than ever, government bodies, industry bodies, large corporations and many other organizations require their supply chain to adopt the principals of ISO 9001:2015. Therefore, whether you require your supply chain to adapt or you are within the supply chain, there is a greater need to understand the requirements of ISO 9001:2015. Furthermore, it is imperative to understand how the Risk Based approach and Process approach align with your business and to ensure your organization understands how to get the most benefit from the new international standard.

This course will give participants clear guidance on how to transition from ISO 9001:2008 to ISO 9001:2015 ahead of the 2018 implementation deadline.

Course Methodology:

This training course will consist of lead power point presentations, real case studies and examples, and open discussions on both theoretical and practical elements.

Course Content:

Overview of ISO 9001:2015

- Introduction to ISO and 9001, • The history of the standard
- Certification and the process to achieve, • What is Annex SL
- Key principals of the change, • Benefits of the change
- Integration with other ISO standards

Differences between ISO 9001:2008 and ISO 9001:2015

- 2008 v 2015 comparison matrix, • Changing terminology and meaning
- Gap Analysis Audit, • Leadership
- The changing emphasis concerning documentation
- Process management, • Threats and Opportunities

Risk Based Thinking and the Process Approach

- What is the Process Approach, • Benefits of a Process Approach
- Introducing Risk through threats and opportunities to a Quality Management Systems, • James Reason's Swiss Cheese Model approach to Risk Based Thinking and the Process Approach.

Transition Principles of ISO 9001:2015

- Why Leadership is now a separate section
- The Importance of Awareness and Communication
- Internal Audit, • Management Review
- The changing emphasis concerning documentation
- Human Factors of Implementation

Expectations and Detailed requirements of ISO 9001:2015

- Expectations on you by a certification body
- Timeline for transition, • Leadership expectations
- How to help your organization through transition

Course Objectives

By the end of the course, participants will be able to:

- Develop a Business Risk and Opportunities Register for their business
- Understand how to perform a Gap Analysis assessment of their current system
- Advise their leadership team of the key leadership principles of Clause 5 of the standard
- Apply best practice techniques in transitioning their system and implementing it across their organization
- Understand the impact of human factors in the implementation and effectiveness program
- Prepare ISO 9001:2015 audit checklists
- Undertake ISO 9001:2015 Management review meetings

Programme Details:

Code:QP-4000

Programme Duration: 2 Days

Who Should Attend:

This course is applicable to anyone who deals with ISO 9001 Quality Management Systems by either managing, interacting or auditing the system. These include but are not limited to Quality, QHSE, Compliance and Assurance staff, Internal Auditors; organizational leaders; as well as those new to Quality Management that seek to gain an understanding of the new standard and how to transition.

ISO 14001:2015 Transition Training: Environmental Management System

Course Overview

This course is specifically designed for managers with environmental and/or sustainability responsibilities. The course provides a clear path towards successfully achieving ISO 14001 Transition – with any accredited certification body. All new requirements from the 2015 revision of the standard will be considered and participants will be empowered to return to their organizations and effectively implement the methodologies shared on the course. Participants will learn how the new ISO 14001:2015 standard supports the strategic direction of the organization and how new ISO Clause requirements enhance the relevance of this management system. Participants will consider risks and opportunities that may impact environmental performance and will develop a more focused planning approach, to achieve environmental objectives.

The 'leadership' clause will be considered in a way that enables managers to engage with top executives within the organization and secure their 'buy-in' with key environmental initiatives. Performance evaluation will also be reviewed in depth, enabling managers to evaluate the effectiveness of the environmental management system while simultaneously delivering improvements on a continuous basis. Arrangements for reviewing organizational environmental compliance (regulatory) will be investigated and participants will learn how to establish an effective compliance framework for the benefit of the organization.

Course Methodology:

The course is interactive and is comprised of presentations, case studies, technical process learning and supplemental discussions related to various industries and the challenges of implementation.

Course Content:

Introduction to ISO 14001:2015

- ISO 14001:2105 Structure (Annex SL)
- ISO 14001:2105 Transition and the Role of Implementers and Auditors
- Organizational Context, Leadership & Resources, Risks and Opportunities
- Environmental Aspects – Activities/Products & Services - Developing a Life Cycle Perspective
- Environmental Aspects - Evaluating Significance
- Environmental Objectives and Planning (SL)

ISO 140001:2015 Policies and Documentation

- 14001 Policy Requirements (Commitments), Strategies & Implementation
- Operational Controls and Performance Evaluation
- Issues Impacting 14001 Effectiveness
- Compliance Obligations and Evaluations
- Documenting and Communicating Compliance Status – Interested Parties
- Emergency Preparedness and Response
- Testing Emergency Arrangements

Auditing ISO 14001:2015

- Internal Audits – Planning, Preparation, and Execution
- Managing Nonconformance (Corrective Action)
- Effective Management Review (Inputs/Outputs), • Managing Improvement
- Control of Outsourced Processes, • Communication, • ABC Geotechnical Ltd

Course Objectives

By the end of the course, participants will be able to:

- Advise their organization's top management on how the new 14001 standard affect the organization
- Demonstrate how to create a framework for managing organizational risks and opportunities
- Implement a suitable framework for evaluating compliance and communicating compliance status outcomes
- Demonstrate why document control in support of ISO 14001 is important and implement an effective approach
- Support the strategic direction of the organization with effective environmental objectives and targets and ongoing evaluation and improvement of environmental performance

Programme Details:

Code:QP-4001

Programme Duration: 2 Day

Who Should Attend:

This course is designed for managers and supervisors with ISO Management System responsibilities. Attendees typically include HSEQ managers, environment managers, quality managers and other individuals entrusted with an environmental performance remit. The course is also beneficial for internal auditors within an organization who are tasked with auditing various functions, including those linked to environmental compliance and performance.

Certificate in Quality Management

Course Overview

Quality management has evolved to become an internationally sought after and rewarding career. The quality management body of knowledge is developed to cover areas of leadership, communication, strategy, and technical skills in quality and project management among many other. This course aims to develop the skills of participants and provide them with the tools and methodologies that will enable them to shift into this rewarding career. The course will showcase the most common tools and methodologies used by quality professionals. Moreover, the course will highlight some of the leadership traits that every quality professional should develop. The course will also introduce the team development cycle that a quality team should go through. A blend of skills and applications through a practical project are the ultimate deliverables of this unique course.

Course Methodology:

The course will challenge the participants with exercises, workshops and presentations. Role plays and group discussions will make this course a unique and fun experience for every participant. Assessments and gap analysis tools will be used throughout the course. Videos will also be shown to emphasize and clarify some learning points.

Course Content:

Leadership and management in quality

- Definition, similarities and differences, • Can leadership be taught and developed, • Traits of a true quality leader, • Role of leadership in supporting quality management systems, • Situational leadership in quality

Quality basics and definitions

- Definition and concept of quality, • History of quality
- Benefits of implementing a quality model, • Quality management systems
- ISO9001, • Total quality management, • Cost of poor quality
- The seven quality secrets, • Examples of national quality awards
- Dubai quality award, • Malcolm Baldrige national quality award
- Review of quality gurus, • Deming's fourteen points
- Juran's quality trilogy, • Crosby's zero defect mindset
- House of quality and Quality Function Deployment (QFD)
- Six Sigma methodology, • Lean principles, 5S and Poka Yoke

Building teams in a quality management system

- Why team thinking is important in quality management projects
- Barriers to team achievements, • Characteristics of effective teams
- Team development cycle, • Team members selection tools

Improvement tools and techniques

- Which tool to use, • Brainstorming
- The seven classic quality tools: Check sheet, Pareto chart, Cause and effect diagram, Histogram, Scatter diagram, Control charts, Flow charts
- Process mapping and process management
- Management elements and planning tools
- Process auditing "Turtle Diagram"
- Failure Mode and Effects Analysis (FMEA)

Ethics in quality management

- American Society for Quality code of ethics

Course Objectives

By the end of the course, participants will be able to:

- Explain the role and impact of leadership to support quality management systems
- Describe the importance of quality in organizations and review various quality schools and teachings by quality gurus
- Assess team dynamics and the role of teams to support continual improvement projects
- Compare the most used quality philosophies and tools and use the most appropriate ones to establish priorities within their organization
- Appraise the ethical commitment needed by quality professionals

Improving Productivity through Quality Enhancement and Cost Reduction

Course Overview

How do organizations improve productivity? What is productivity to start with? This course presents best practices on how to boost productivity by focusing on quality and cost saving initiatives. In this course we will share best practices and tools from organizations that implemented quality methodologies to improve their processes and achieve faster cycle times, lesser defects and simplified operations. Participants will also learn how to apply these practices in their organizations and understand how to manage change. They will master the skills to leverage the existing culture to their advantage by creating a solid platform and moving the organization into a new mindset. This course is critical for every organization aiming to save cost and become more efficient and productive.

Course Methodology:

This course relies on the use of exercises and workshops to engage participants and help them learn new concepts and practices. Group and plenary discussions will be used and participants will be required to debate and present their findings. In addition, videos with different case studies will be presented.

Course Content:

Productivity defined

- Definitions, • Productivity limitations, • Process based view
- The 'Muda' factor, • Eight types of waste, • Cost of poor quality

Principles of cost reduction: the quality approach

- Quality defined, • Cornerstones of quality, • Barriers to cost reduction programs
- Setting up a cost reduction program, • Resistance psychology in humans
- Techniques to involve employees in your quality improvement tasks
- The role of suggestion schemes

Productivity improvement tools

- Productivity improvement project road map, • Tool selection, • Brainstorming
- Pareto, • How-how method, • Why-why method, • Ishikawa fish-bone diagram
- Six Sigma, • Lean principles, • Non value added analysis
- Re-engineering, • The 'Focus' method

Cost reduction opportunities

- Streamlining the organization and the ESSA method
- SMART practices for increasing productivity, • Cost savings opportunities
- Barriers to a cost cutting program, • Getting commitment to a cost cutting program
- One hundred and forty ideas to cut costs

Measuring your productivity initiatives

- Key performance indicators, • Types of measures,
- Setting targets for cost reduction, • Benchmarking, • Types of benchmarking
- The balanced scorecard, • The dashboard

Course Objectives

By the end of the course, participants will be able to:

- Define productivity and various types of organizational waste
- Identify areas of poor productivity due to poor quality and suggest ways to increase effectiveness and efficiency
- Justify and apply quality improvement tools and techniques in order to improve productivity
- Apply several cost reduction strategies in order to meet changing global, statutory and market conditions
- Recognize and apply measuring initiatives and set targets in order to improve productivity

Programme Details:

Code:QP-4002

Programme Duration: 3 Days

Who Should Attend:

Individuals, leaders, supervisors and all those who are engaged in quality management implementation and improvement of organizational performance.

Programme Details:

Code:QP-4003

Programme Duration: 3 Day

Who Should Attend:

Managers, supervisors and all those who are responsible for, or indirectly involved in, a cost or profit center or a quality improvement function.

Lean Thinking: A Strategy for Operational Excellence

Course Overview

Lean is about organizational transformational towards operational excellence. If your organization strategy addresses operational and organizational excellence, this course will be of great value to you. In this course you will discover how to develop Lean Strategy, objectives and explore the world of Lean tools. Further, it will discuss how to embark on a Lean journey in your organization.

Course Methodology:

This course will engage participants in various simple and complex Lean exercises. The course will challenge participants through the use of Lean tools such as Value stream mapping, 5S and case studies. Lectures, group discussions and presentations will be used to achieve the learning objectives.

Course Content:

Introduction to Lean Principles

- Aligning Strategy with Lean Principles, • Core Concepts, • The Benefits of Lean, • The History of Lean, • Quality Function Deployment (QFD)

Components of Lean (1)

- Five Lean Principles, • Building Blocks of Lean
- The 8 Types of Waste - Waste Elimination Strategy
- Value Stream Mapping (VSM)
- 5S program: Sort, Straighten, Sweep, System, Sustain
- Quick Changeover, m • Single Minute Exchange of Dies (SMED)

Components of Lean (2)

- Standard Work, • Single Piece Flow, • Cell Layout
- Total Productive Maintenance, • Point of Use Storage (POUS)
- Visual Organization, • Spaghetti Diagrams, • Poka Yoke

Lean and Six Sigma: A One-Two Punch

- Six Sigma at a Glance, • Key Definitions
- Understanding Process Capability, • Voice of the Customer (VOC)
- The DMAIC Process, • Areas to Consider for the Combo
- Comparison of Lean to Six Sigma- Approach

Measurement

- What is a Key Performance Indicator (KPI)?
- Developing your Lean KPI, • Obstacles to Measurement
- Maintaining a Business Focus through Measurements

Lean Implementation Road Map

- Implementation Road-Map
- ISelecting Lean Projects, • IBarriers to Success and Employee Involvement
- ILeading Improvement Teams and Handling Change

Course Objectives

By the end of the course, participants will be able to:

- Understand lean concepts and importance for organizations.
- Identify typical process waste in organizations and the importance of removing such waste on organization's profits, competitive edge, and customer satisfaction.
- Recognize how lean concepts can directly address the elimination/reduction of operating costs, cycle time, and non-value-added activities.
- Apply lean implementation methodologies.
- Develop an effective lean implementation plan

Process Management: Mapping and Improvement

Course Overview

A diagram is worth a million words. When it comes to understanding and improving processes, the science and art of process mapping becomes very handy. This is the main theme of this course which aims to develop process mapping skills for participants by helping them understand the different types of process mapping approaches from simple flow charts to value stream mapping. Various process assessments will be presented and discussed. Toyota's famous Lean principles will be explained and used to help participants understand how to improve processes through mapping in service and manufacturing organizations.

Course Methodology:

This course will engage participants in various simple and complex process mapping exercises. The course will challenge participants through the use of actual case studies and scenarios. Lectures, group discussions and presentations will be used to achieve the learning objectives.

Course Content:

Process definitions and elements

- Process definition, • Process approach to improvement
- Advantages of process mapping, • Elements of a process
- Benefits of process maps, • Attributes of a process map: Identifying the customer, What is critical to their satisfaction, Obtaining process performance data, How well do our processes satisfy their needs, The business value chain, Denying process efficiency and effectiveness, Stakeholders analysis

Understanding process approach as per international quality standards

- Understanding process approach, • Process characteristics
- The Plan, Do, Check, Act (PDCA) approach
- Opportunities in terms of reducing cycle time and defects
- Non value added explained

Process assessments approaches

- Key terms
- Mapping process
- Types of mapping tools: Simple flow charting, Geo graphs, spaghetti and workflow diagrams, Swim lane (deployment) flowcharts, Supplier, Input, Process, Output, Customer charts (SIPOC), Value added and non value added analysis
- Value stream maps, Cycle time map
- Process hierarchy, • Process maps symbols
- 'IDEFO' process map
- Lean thinking to reduce waste in processes
- The eight types of waste found in processes
- 5S: a framework to organize and maintain your workplace
- Failure Mode and Effects Analysis (FMEA)

Process analysis and improvement

- Customer oriented processes
- Support oriented processes
- Management processes
- Diagnosis of a process,
- Analyzing and improving a process
- The turtle diagram
- Using process maps to identify root causes
- Twelve cornerstone tools to process streamlining
- Problem solving techniques
- Process auditing as a tool for continuous improvement
- Process mapping in six sigma projects

Process measurement and benchmarking

- The need to measure
- Process Key Performance Indicators (KPIs)
- Benchmarking and the balanced scorecard

Course Objectives

By the end of the course, participants will be able to:

- Define processes and their importance for the proper functioning of an organization
- Identify the international standards for approaches to processes
- Examine various process assessment methodologies
- Generate process analysis charts and construct process maps for improvement
- Justify the need to measure processes as an improvement tool

Programme Details:

Code:QP-4004

Programme Duration: 3 Days

Who Should Attend:

All professionals who are involved in hands-on initiatives focusing on operations excellence and improving speed, as well as those who are responsible for linking, measuring and improving the performance of the organization.

Programme Details:

Code:QP-4005

Programme Duration: 3 Day

Who Should Attend:

Individuals involved in improvement projects, processes identification, work design, productivity improvement or quality auditing initiatives.

Simplification of Work Processes and Procedures

Course Overview

'Going back to basics' is the main theme of this highly interactive course which aims to help participants recognize the need to simplify their organizational processes and procedures. The course will provide the participants with international best practices which will help them understand causes of complexity and identify areas for improvement by focusing on eliminating waste, simplifying procedures, and standardizing and automating opportunities. Participants in this practical course will also learn to use tools to map and diagram processes and procedures revealing issues and opportunities for improvement. Various hands-on tools will present participants with the opportunity to transfer this knowledge to their organization and expect immediate results.

Course Methodology:

This course depends heavily on hands-on exercises and analysis of case studies. Through presentations and group discussions, participants will share ideas and discuss opportunities. In addition, plenary debriefs will be used to enhance the learning experience.

Course Content:

The management process in perspective

- Planning the work, • Types of plans, • Organizing and allocating resources
- Directing and controlling individual and organizational performance
- The control process, • Types of control, • Principles of organizing
- Designing organizational charts
- The direct link between charts and procedures

Policies and procedures

- Definitions and concepts, • Policy manual, • Procedures manual
- Importance and goals of procedures, • Signs of complicated procedures
- Work simplification goals, • Procedure for developing effective procedures
- Productivity defined, • What are the causes of poor productivity?
- How to improve productivity
- Improving employees' efficiency and effectiveness

Work flow techniques

- The parallel and sequential techniques
- The stages of work simplification: Selection of procedure(s), Collecting data
- Data analysis and evaluation, Suggestions for improvement, Implementation, Follow-up and evaluation
- The use of flow charts in simplification of procedures
- Simple process flow procedure charts, • Preparing and analyzing flow charts
- Simplifying procedures and recommending changes
- Lean principles to simplifying processes, • 5S program, • Swim lane charts

Mapping and analysis tools for simplification of processes and procedures

- Process mapping, • Value stream mapping
- Supplier Input, Process, Output, Customer (SIPOC) analysis
- The turtle diagram, • Shell 'ESSA' model for simplification
- Procedures process flow chart, • The multi column process chart
- Questions to get you started, • Simplification of procedures to improve productivity, • Success factors for simplification of procedures

Concept and importance of work distribution chart

- Preparing and analyzing a work distribution chart
- Reallocation of workload and redistribution of jobs

Simplifying space design and layout

- Office and department layout analysis
- Using spaghetti diagram for analyzing distance and department layout
- Redesigning offices by using office layout charts

Course Objectives

By the end of the course, participants will be able to:

- Recognize the principles of organizational design and their linkage to complexity
- Identify the impact of complex policies and procedures in organizations
- Examine the use of flow charts and work flow techniques
- Compare various tools for simplification and mapping
- Analyze and effectively distribute work allocated to employees in an organizational unit
- Appraise the importance of office layout and processes in terms of improving efficiency

Programme Details:

Code:QP-4006

Programme Duration: 3 Days

Who Should Attend:

Managers, supervisors and employees who are involved in the design or simplification of procedures as well as end users.

Strategic Quality Management

Course Overview

This course presents a blend between strategy and quality to help participants develop the right skills to plan their organization's quality strategic plans. The course will take participants through the history of quality and strategy and link them both using practical applications. Participants will learn how to analyze current organizational status and identify gaps and future needs. The course will also examine the strategic planning process from initiation to selection of initiatives. Moreover, the identification process of quality key result areas will be discussed. Participants will leave with the tools, skills and knowledge to start their own journey to strategize for their quality departments and produce deployment plans.

Course Methodology:

This course uses workshops, case studies and group debriefs to help participants understand various strategy and quality concepts and applications. The course also features hands-on experience to illustrate the strategic planning process from A to Z and the process of drafting a quality plan. This course is supported by various videos on strategy and quality applications.

Team discussions and presentations are used throughout the course to foster participants' understanding of strategic planning process with respect to quality deployment in organizations.

Course Content:

Strategic quality management and strategic thinking

- Quality evolution and concepts, • Dimensions of product quality
- Dimensions of service quality, • Quality management system: the components
- The core principles of strategic quality management
- Strategic deployment of quality frameworks and excellence awards
- Evaluation of strategic management
- Strategic thinking versus strategic planning in quality departments
- The strategic planning and control process
- Benefits of strategic management to the quality professional
- Barriers of strategic implementation, • The building blocks of strategic planning

Analysis of the environment

- Situation analysis tools in quality departments, • Quality stakeholders analysis
- Defining quality visions and missions, • Developing a quality statement
- Setting quality strategic goals, • Identifying critical success factors in quality
- Key result areas and key performance indicators
- Core competencies and core values

Goals, objectives and creative strategies

- Goals, objectives and targets for the quality division
- Financial versus non financial objectives
- The use of key result areas in the quality sector
- Adopting effective strategies to achieve excellence
- Examples of strategic objectives, • Examples of quality department strategies
- Moving from critical success factors to strategic goals

Developing operating plans

- Expanding SWOT for Strategies, • The how-how technique to develop quality related initiatives, • Criteria of effective action plans, • Linking goals, strategies, action plans and budgets, • Developing a quality department plan

Measuring quality management strategy achievement

- Approaches to control in quality
- Using Key Result Areas (KRAs) to create KPIs for process control
- Examples on quality KPIs, • Types of Measures
- Quality dashboard, • The balanced scorecard for the quality department

Course Objectives

By the end of the course, participants will be able to:

- Define quality and strategy concepts highlighting the main components of strategic planning in quality
- Analyze the current situation identifying opportunities to draft a strategic quality plan
- Generate strategic goals for their quality department
- Convert a strategic plan into an operating plan
- Examine how to measure success of a strategy on quality, how to extract Key Performance Indicators (KPIs) and how to draft a quality department balanced scorecard

Programme Details:

Code:QP-4007

Programme Duration: 3 Day

Who Should Attend:

All quality managers and staff who are involved in influencing, formulating or supporting the long term planning and strategy of the quality department or organization as well as those who are responsible for linking, measuring and improving the performance of others. The course is also suitable for employees targeted for development or promotion within the quality function.

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