



# *Training Modules* 2007-2008

**International Management Consultants**



## *Introduction and Foreword*

The skills requirement needed to succeed in the business environment (locally and globally) are continually evolving and changing and must be updated regularly. For an organization to work to its full potential, everyone must contribute to the best of their abilities. Our training portfolio provides an extensive range of courses aimed at ensuring that all team members are molded and skilled to provide what is required of them to become dynamic participants of your Corporate Vision, Mission and Goals.

To be competitive, local organizations need staff and managers who can effectively change to the demands of a dynamic global market and harness the power of their teams to respond quickly to business customers, to make decisions and to produce results fluently, effortlessly and consistently.

All of our courses are highly interactive, encouraging participants to share their experience, knowledge and understanding to bring about a greater depth of perceptiveness to the topics covered. They are practically based and involve extensive exercises and a collaborative, workshop style approach.

IMC focuses on encouraging and developing the inert leadership skills that enable staff and managers to develop mature and effective skill focus that respond successfully to unexpected as well as day-to-day business responsibilities. Our trainers are experienced and recognized lecturers, consultants; keynote speakers who avoid theoretical jargon and focus on developing results with participants which can be used effectively in their organizations. They are recognized experts in their field and are completely focused on delivering value-added advice and guidance on how to maximize the return on your investment in our programs.

International Management Consultants is one of the most practical and effective ways to provide your staff with the leadership and professional development they need to sharpen your company's competitive edge.

In addition to the listed schedule, we specialize in tailored, business-specific programs to develop stronger business and personal skills in our client organizations and assist clients in meeting their own performance goals.

We at ICM are aware of the investment that you are making in choosing to provide your staff with training and personal development. As such, to increase your ROI, details of the program costs are not conversed until we meet with your organization and audit the resources that are available in house and how we can best use those facilities to supplement our knowledge base, to become partners in training.

We wish you a profitable day and look forward to working with you for a more rewarding future.

*Poonam Datta* (CEO)

# Training Module Catalog

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# Marketing Management

The challenge of marketing products and brands through multiple channels to culturally diverse audiences around the world requires a careful balance of message consistency and diversification of marketing strategy. This module will explore that challenge by examining the approaches adopted by a number of successful multinational firms and the successes and failures of firms first attempting to market their goods or services in the international arena.

## Module Objectives:

- Study the advantages, barriers, and risks of marketing products and services internationally, and discuss the criteria supporting a decision to enter an international marketing campaign.
- Examine strategies for entering foreign markets.
- Study strategies for pricing and product development when marketing to multiple populations internationally.
- Review and present case studies describing the success and failure of international marketing efforts.
- Discuss and consider the impact of international marketing campaigns on a previously domestic company.

## Learning Objectives:

- Understand and describe the integrated impact of a decision to move from local to international markets.
- Create a decision tree and evaluation matrix to assist in determining whether or not to enter a foreign market.
- Construct a pricing plan for entering a foreign market, explaining and defending the pricing methodology.
- Critically apply knowledge gained at work to analyze and understand the success or difficulty of international marketing efforts.
- Describe the difference in perspectives, and the resulting difference in decision making for a purely local company compared to a competitor marketing to an international audience.
- Discuss the types of reorganization that are common in organizations following internationalization.

## Module Details:

- **Total module length is 15 hours (2 days) of lecture, discussion, exercises and case studies.**
- **A basic understanding of Marketing, Corporate Products and Services and some knowledge of international relations may be an advantage.**
- **Course materials will be provided.**
- **Language of instruction is English**
- **Course Facilitator is chosen from Faculty from US Academic Pool and/or MENA based business leaders**

# Consumer Behavior

The study of consumer behaviour is seen as one of the most important areas in the Marketing. An understanding of the psychological and sociological aspects of consumers search and choice processes is vital to an in-depth appreciation of issues such as Advertising and Public Relations, Marketing Research and Services Marketing. This program develops, in depth, the basics of consumer behaviour. It is based upon the premise that the ultimate consumer is the key to the success of any marketing effort and hence marketers need to know how and why consumers behave the way they do towards marketing-related stimuli. The content examines in detail the internal and external factors that influence the behaviour of consumers. Such influences as perception, learning, personality, lifestyle, family, society and culture are addressed. Further, numerous theories of consumer behaviour are outlined and critically appraised.

## Module Objectives:

- Understand how the customer behavior differs from microeconomic issues: emphasizes the limits of rationality, and the importance of selective processing and the influence of others.
- Understand how membership in groups influences ideas that consumers have; concept and exemplification of normative influence.
- Understand the contemporary importance of mere exposure and vivid reinforcement for consumer socialization and adult learning.
- Understand how consumers are selective in their information processing and decision making; processes of selective attention and filtering.

## Learning Objectives:

- Understand and determine consumer needs to providing customer satisfaction.
- Examine the basic concepts underlying consumer behavior with the goal of understanding how these concepts can be applied in analyzing marketing problems.
- Apply principles and research from the social sciences (on such topics as attention and perception, memory, motivation, attitudes, decision making, learning, and social influences) to marketing problems such as positioning, communication, and relationships with customers.
- Provide a set of approaches and concepts to that will help develop effective marketing techniques.

## Module Details:

- **Total module length is 15 hours (2 days) of lecture, discussion, exercises and case studies.**
- **A basic understanding of Marketing is required**
- **Course materials will be provided.**
- **Language of instruction is English or Arabic**
- **Course Facilitator is chosen from Faculty from US Academic Pool and/or MENA based business leaders**

# International Finance

Today's global business environment means that most firms are involved in multinational finance and investment. There are strong incentives for firms to expand globally, and many new challenges accompany this expansion. This module examines international investment and financing, political and economic risk factors, currency exchange markets, currency hedges and derivatives, offshore production, capital budgeting, and high-level strategies of international financial management to maximize value and profitability.

The module features many quantitative tools to support financial decision-making, and emphasizes the benefits of a multinational financial positioning.

## Module Objectives:

- Describe the economic and technological advances that fuel current multinational growth and the implications of that growth.
- Be fluent in the terminology of global finance.
- Calculate premiums and discounts on primary currency exchanges and cross-rates.
- Calculate the cost and benefit of various currency exchange transactions including spot and forward trading, futures contracts, options, and swaps.
- Use the five parity conditions in international finance to understand and forecast currency rates and economic conditions.
- Minimize financial risk through effective international diversification.
- Describe and evaluate alternative international growth strategies.
- Evaluate alternative international investment opportunities within a well-structured capital budgeting process.
- Understand the spectrum of international financial markets and the mechanics of their transactions.
- Describe the tools of financing foreign trade.
- Improve critical thinking, problem solving, and communication skills.

## Topics covered:

- Growth of the multinational corporation
- Market forces for a free-floating currency
- The economic characteristics of money
- The international monetary system
- Review of US monetary policy and currency history
- Parity in international finance and currency
- Balance of payments
- Foreign exchange markets
- Currency futures and options contracts
- Swaps and interest rate derivatives
- Measuring foreign exchange exposure

- Measuring and managing economic exposure
- International financial markets
- Cost of capital for foreign investments
- International portfolio investment
- Foreign direct investment
- Capital budgeting for the multinational corporation
- Financing foreign trade
- Current asset management and short term debt
- Managing the multinational financial system

**Module Details:**

- **Total module length is 20 hours (2 1/2 days) of lecture, discussion, exercises and case studies.**
- **A basic understanding of Finance, Financial Markets and some exposure to Foreign Trade may be an advantage.**
- **Course materials will be provided.**
- **Language of instruction is English or Arabic**
- **Course Facilitator is chosen from Faculty from US Academic Pool and/or MENA based business leaders**

# Financial Investment

Treasury and investment management are key skills for financial managers responsible for asset allocation. This module elaborates on Financial Management issues, with both theoretical and practical investigation of the analytical and research processes required to create a diversified investment portfolio in keeping with the specific risk tolerance and capital requirements of a dynamic organization.

## Specific Target Audience:

This module is for managers and employees who are interested in the concepts and techniques used to assess the value of securities and the methods used in the management of investment portfolios, stocks and bonds.

## Module Objectives:

- Study the historical risk and return performance of the spectrum asset modules.
- Examine the performance of various markets and asset modules relative to one another.
- Consider the criteria underlying asset allocation decisions including performance expectations, time horizon, tolerance for risk and volatility, and specific goals or requirements.
- Become familiar with a variety of free and proprietary sources of market and security research.
- Apply variation and deviance analysis to securities and portfolios.
- Create and maintain a simulated investment portfolio throughout the semester, culminating in an essay analyzing the portfolio-building decisions and resulting performance relative to others in the module.
- Examine non-traditional asset modules including international debt markets, real estate trusts, hedge funds and international equities.
- Learn techniques to further minimize risk and maximize return through portfolio optimization.
- Review short-term and long-term cash management strategies.

## Learning Objectives:

- Discuss the expected performance of different asset modules under various economic conditions and how a change in one market should affect performance in related markets.
- Research the historical performance of individual securities, industries, or asset modules and identify variances in performance to market trends, identifying predictive causes of both positive and negative variance.
- Develop a spectrum of asset allocation models each designed to meet certain corporate objectives and discuss the relative risks and benefits of each model.
- Important elements of an investment policy and strategies for tailoring such a policy to the needs and objectives of an individual or organization.

- Integrate cash management tactics with a long term investment strategy assuring adequate liquidity to achieve corporate objectives without exposing the organization to undue timing risks.
- Perform quantitative and qualitative analysis of an investment portfolio and make a brief written and oral presentation of the portfolio's expected adequacy for its intended objectives.

**Module Details:**

- **Total module length is 20 hours (2 ½ days) of lectures, discussion and case studies.**
- **A basic understanding of Finance and Financial Services will be an advantage.**
- **Course materials will be provided.**
- **Language of instruction is English and Arabic**
- **Course Facilitator is chosen from Faculty from US/European Academic Pool and/or MENA based business leaders**

## Advanced Corporate Finance

This encompassing module synthesizes issues of International Finance and Financial Investment to describe advanced strategies in the source, use, and allocation of corporate capital. The module will also explore the financial processes behind specific corporate scenarios such as start-up, IPO, and merger or acquisition. The module format balances lectures and readings with seminar-style discussion of current business cases.

### Target Audience:

As a prerequisite for the module, candidates must have a strong background in finance, preferably through work experience in a finance department. A working knowledge of financial management theories is helpful.

### Module Objectives:

- Develop proficiency in the use quantitative financial management tools for determining future and present value of investments and calculating risk adjusted return.
- Examine the methodology and reference criteria for developing a corporate finance structure and capital budget.
- Review Sharpe's Capital Asset Pricing Model and the revised Miller Modigliani models of capital structure in detail.
- Study the process of issuing corporate stock offers including public and private placements including the IPO.
- Study the roles of investment banks, underwriters, regulators, counsel, purchasers, and the financial markets in a corporate bond issue.
- Study the strategic and legal advantages offered by growth through merger, acquisition, partnership, and joint venture.
- Study the fundamentals of current business cases involving fraud or responsibility in corporate accounting and understand the current issues of the debate on corporate accountability.

### Learning Objectives:

- Calculate the net present value and internal rate of return for a hypothetical complex multi-year cash flow projection in a given business scenario.
- Determine expected changes in market returns and interest rates by examining historical pricing of bonds and stocks.
- Demonstrate both the application and proof of Sharpe's CAPM and the revised Miller Modigliani Capital Structure model.
- Calculate the risk adjusted return and risk premium expected of a given investment portfolio.
- Describe the step by step process and roles of key parties in raising capital through either equity or debt funding.

- Describe the relevant advantages and drawbacks of growth through merger, acquisition, and joint venture.
- Discuss and defend one's ethical and financial interpretations of cases involving corporate fraud and financial misrepresentation.

**Module Details:**

- **Total module length is 30 hours (3 days) of lecture, discussion, exercises and case studies.**
- **An understanding of Finance, Financial Markets, Corporate Finance and Services and some knowledge of international relations may be an advantage.**
- **Course materials will be provided.**
- **Language of instruction is English**
- **Course Facilitator is chosen from Faculty from US/European Academic Pool and/or MENA based business leaders**

# Human Resource Management

Learn how to effectively implement Human Resource policies and theories within an organization. This course examines the evolving human resources function within today's organizations. Topics include the changing environment of human resources management; managing human resources in the global community; human capital development; human resources processes and systems; and contemporary issues in human resources. Special emphasis is given on building competencies and skills that are needed to effectively manage people with a focus on personal functions, utilizing behavioral and management theories.

## Target Audience:

Participants are expected to possess some knowledge of HRM and of Operations Management.

## Module Objectives:

- Enhance the understanding of contemporary developments in the HR field, and to critically appraise them in the light of their own professional roles/backgrounds
- Develop a sensitive appreciation of the importance of the contextual settings of HRM, especially as they relate to developing countries
- Develop a range of skills associated with HRM
- Develop an independent learning capacity through completion of a relevant dissertation
- Outline a range of HR/Personnel activities and specify how they are designed and used
- Analyze the specific context in which HR/Personnel practice takes place in organizations
- Adapt generic HR/Personnel techniques for use in different settings

## Learning Objectives:

- Define human resource management (HRM) and explain the relationship between the work of specialist HR staff and line managers in an organisation and how this may be structured.
- List and briefly explain alternative models of HRM.
- Distinguish, using examples, the concepts of personnel management and HRM.
- Indicate and discuss the broad forces shaping HRM in Dubai and/or in another country
- Explain the HRP process, including the link with organisational strategic planning and career path planning.
- Explain the purpose of job analysis and its links with other HR functions such as training, performance management and rewards.
- Describe the key job analysis techniques.

- Discuss different approaches to job design including, scientific management, job enrichment and the quality of working life movement.
- Use job information to write job descriptions and job specifications.
- Describe and evaluate eight performance appraisal methods.
- Discuss the major inhibitors of effective performance appraisal.
- Explain the components of a remuneration management system including salary structures.
- Discuss the use of salary packaging, benefits and incentive schemes. Explain the general approaches to managing labour relations.
- Outline a systems model of labour relations in Dubai and/or another country.
- Explain and apply key HR performance indicators.
- Describe the process of undertaking a HR audit.

### **Module Details:**

- **Total module length is 30 hours (3 days) of lecture, discussion, exercises and case studies.**
- **An understanding of HRM and some knowledge of Compensation Benefits may be an advantage.**
- **Course materials will be provided.**
- **Language of instruction is English or Arabic**
- **Course Facilitator is chosen from Faculty from US/European Academic Pool and/or MENA based business leaders**

## Direct Marketing

Today, successful marketing campaigns must focus on customers as much or more than on products or mass markets. The growing use of customer relationship management and other database software along with increased availability of customer data and the sharpened focus on measurable returns on marketing investments have led the development of focused, quantitative, direct marketing strategies as a primary technique for driving sales and profitability in the consumer, business-to-business, and not-for-profit segments of the economy. This module explores the fundamentals of direct marketing techniques using multiple channels including direct mail, telemarketing, e-mail, and relationship marketing, with an emphasis on the statistical methods and technical foundations required to develop measurable, targeted campaigns for individual market sectors.

### Target Audience:

Audience should possess some knowledge of basic marketing concepts.

### Module Objectives:

- Develop a thorough understanding of historical and evolving approaches to direct marketing campaigns and how the field is developing focus and metrics through the use of statistical models.
- Examine the ways in which advanced computing capacity and network technologies are shaping the evolution of marketing campaigns.
- Analyze case studies of customer-centred, data driven, segmented, direct marketing campaigns.
- Study a variety of contact strategies and understand the fundamental nature of contact strategy in development of a direct marketing campaign.
- Expand and apply their understanding of quantitative analysis as it applies to the field of database marketing techniques.
- Expand and apply their knowledge of corporate computing systems and databases to the field of direct customer-focused marketing techniques.
- Gain exposure to and comprehension of advanced statistical techniques for direct marketing planning and evaluation.
- Discuss and consider the integration of direct marketing, relationship marketing, and personalization.

### Learning Objectives:

- Define the role of direct marketing strategies within an overall marketing plan.
- Describe the current evolution of direct marketing in terms of the roles of customers, customization and personalization, statistical analysis, database technology, customer data, e-mail, content management, the Internet, and profitability.
- List, describe, and evaluate five contact management strategies.

- Describe the role of the contact database in a direct marketing campaign and outline the process and criteria for successful design and implementation of a direct marketing database.
- Define the advantages and constraints associated with different information computing architectures including client-server, peer-to-peer networked, standalone, and mainframe environments.
- Use spreadsheet software to develop a variety of direct marketing models including:
  - Market segmentation by demographic and relationship history
  - Correlation of multiple variables to purchase execution
  - Lifetime financial models
  - Regression analysis of multiple variables to target value
- Briefly describe advanced modelling and analysis techniques.
- Discuss the cultural and change management issues associated with the evolution of the direct marketing field.

**Module Details:**

- **Total module length is 20 hours (2 1/2 days) of lecture, discussion and case studies.**
- **A basic understanding of Marketing concepts will be an advantage.**
- **Course materials will be provided.**
- **Language of instruction is English or Arabic**
- **Course Facilitator is chosen from Faculty from US/European Academic Pool and/or MENA based business leaders**

# Strategic Management

This seminar integrates the discipline-specific topics of Strategic Management, exposing participants to the complexity of strategic planning and positioning in the context of multiple, conflicting goals and imperfect information. It introduces the concepts of structured project management techniques as a toolkit for achieving critical goals while managing risk and limited resources. The seminar style discussion and presentation of case studies provide a forum in which participants can develop and demonstrate their written and oral business communication skills. The instructor will introduce cases representing both service and production firms of various sizes operating both locally and globally.

## Target Audience:

Candidates should ideally have prior experience in Corporate Management, preferably with 1-2 years work experience. This is a hands on program designed to harness the participant's accumulated knowledge in management theories and practices. A strong leadership trait is desired.

## Module Objectives:

- Study and practice various project management techniques.
- Analyze and present business case studies from companies at a critical point in setting strategic direction representing a wide variety of business models.
- Read and discuss current stories from the business press concerning instances innovative strategic management, market positioning, and definition or adjustment of organizational value proposition.
- Practice collaborative techniques including brainstorming, constructive criticism, and joint planning.
- Consider the role of organizational mission, culture, and structure in achieving strategic success.

## Learning Objectives:

- Use the vocabulary and techniques of managerial accounting, finance, economics, organizational behaviour, quantitative analysis, marketing, information technologies, and project management to define and analyze business case problems then to develop and evaluate alternative solutions.
- Define a clear and executable plan for implementing a business solution or completing a project which includes a problem definition, goal statement, work breakdown structure, timeline and resource allocation in the form of a Gantt chart and resource allocation table, critical path, risk analysis and mitigation plan, and definition of deliverables.
- Prepare and deliver a concise, persuasive, professional business analysis orally and in a written brief employing informative graphics and illustrations as appropriate.

- Calculate optimal levels of production and price to maximize profits Prepare a comprehensive investment project analysis including forecasts, identification and analysis of costs, sensitivity analysis of risk factors, and statistical validation.

**Module Details:**

- **Total module length is 20 hours (2 1/2 days) of lecture, discussion, exercises and case studies.**
- **An understanding of Corporate Management is expected.**
- **Course materials will be provided.**
- **Language of instruction is English or Arabic**
- **Course Facilitator is chosen from Faculty from US/European Academic Pool and/or MENA based business leaders**

# Production & Operations Management

Concepts, problems and techniques applicable to the operations of a variety of business organizations. The emphasis is on decision making (to include business ethics) in operational areas such as: facility requirements and utilization, control and coordination of resource inputs and outputs, types of transformation/conversion processes, and performance measurements.

## Target Audience:

Management involved in the planning/supervision and implementation of issues relating to production and planning.

## Module Objectives:

- To provide an introduction to Production/Operations Management.
- To present the participant with an overall view of the decision-making process as it relates to the major areas of Production/Operations Management.
- To place the historical development of Production/Operations Management Techniques in their perspective by discussing the evolution of principles that make it possible to design facilities, processes, and control systems with a degree of predictability as to their performance.
- To present the principles of operations economies (how to employ labor materials, machines, and capital) in a balance to match the changing relative values of the basic components.
- To develop (through the use of computer projects, problems, cases, and discussion questions) a degree of competency in controlling the operations system that are designed, so that products and services may be made to meet quality standards, and be available when needed, at a cost which may be predicted with some degree of accuracy.
- To emphasize the concept that Production & Operations Management is not represented by any one of its component fields (commerce, economics, science, and technology) but that it is a delicate blend of them all; that the concept of operational systems embraces integrated systems as a whole, not segments of a system.
- To expose the participants to the use of the computer packages in solving a few operational problems such as scheduling, forecasting, inventory control, project management, MRP, etc.

### **Topics covered:**

- P/OM Strategy and International Competition
- Total Quality management
- Statistical Quality Control
- Product Strategy
- Process Strategy and Capacity planning
- State-of-the-Art Technology in P/OM
- Location Strategies
- Operations Layout Strategy
- Human Resources Strategy
- Work Measurement
- Purchasing Management
- Learning Curves
- Inventory Management & Just-in-Time Tactics
- Materials Requirement Planning
- Aggregate Planning
- Scheduling
- Project Management
- Maintenance and Reliability

### **Module Details:**

- **Total module length is 20 hours (2 1/2 days) of lecture, discussion, exercises and case studies.**
- **An understanding and some knowledge of Operations Management would be an advantage.**
- **Course materials will be provided.**
- **Language of instruction is English or Arabic**
- **Course Facilitator is chosen from Faculty from US/European Academic Pool and/or MENA based business leaders**

## Strategic Technology Management

This module introduces prospective managers to the power of computing and communication technology as a tool for business analysis, measurement, creation of efficiencies, and to shape new business strategies and models. The module intends to offer a comprehensive understanding of the capacity and constraints of information technologies and to provide a vocabulary, taxonomy, and framework for communicating with technology developers and IT managers, but is a management module rather than a computer science module and does not intend to teach direct technical skills.

### Target Audience:

Participants should ideally have a background in IT with basic knowledge of management functions.

### Module Objectives:

- Study the evolution of business information systems from early mainframe processors to desktop and networked applications through the advent of the World Wide Web, web applications, and web services.
- Examine business applications of information technologies including transaction processing, record-keeping, decision support, office efficiency, marketing, order acceptance and fulfilment, communication, collaboration, content delivery, etc.
- Inventory the components of an enterprise integrated information technology system, including computing hardware and operating systems, large and small scale applications, networks, file and application servers, telecommunications, personal devices, security systems, content, input and output components, storage devices, and more.
- Discuss the cost structure of information systems including fixed, variable, and hidden costs.
- Review techniques for evaluating IT project ROI.
- Study trends in IT outsourcing, and develop decision rubrics for outsource/in-house technology processes.
- Discuss the role of the information technology user in terms of training, change management, and user interface.
- Study current trends in loosely coupled application integration and automation using XML standards.
- Discuss the role of the information technology department within an organization.

### **Learning Objectives:**

- Demonstrate the ability to understand and deploy the professional vocabulary of information technology management
- Understand how the evolution of information systems over the past fifty years has reshaped business models, work environments, communications, and economies
- Be able to discuss the common challenges facing IT projects today including expectations of quick ROI, issues of integration, changing technologies, and personnel issues around training, change management, and availability
- Think strategically about leveraging technology to achieve strategic organizational goals
- Analyze costs associated with a proposed technology project and calculate its ROI

### **Module Details:**

- **Total module length is 15 hours (2 days) of lecture, discussion, exercises and case studies.**
- **An understanding of IT and Management Strategies would be an advantage.**
- **Course materials will be provided.**
- **Language of instruction is English or Arabic**
- **Course Facilitator is chosen from Faculty from US/European Academic Pool and/or MENA based business leaders**

# Managerial Economics

Whether in the field of operations, marketing, finance, or facilities management, managers can apply economic theory and econometric analysis to support decisions about production, pricing, distribution, and capital investment. Managerial economics builds on the knowledge of macro and microeconomics, statistics, and operations management to construct a body of knowledge about these mission critical decisions.

This module applies economic theory, tools and techniques to decision-making at the firm or organization level.

## Target Audience:

Participants must have some background and knowledge of economics. Ideally this should come from experience in Senior Management functions.

## Module Objectives:

- Review Economic Theory.
- Analyze the drivers of demand and demand elasticity.
- Learn three economic forecasting techniques and apply them to a variety of management decision scenarios.
- Study production theory including analysis of production cost and profit.
- Apply the theories of managerial economics to analyze and evaluate hypothetical scenarios, considering risk mitigation, return on investment/assets and the CVP analysis.

## Learning Objectives:

- Use the vocabulary and models of modern economic theory to describe and analyze complex managerial decisions involving pricing, production, investment, market analysis, and long-term planning.
- Using historical data and techniques of weighted moving average, seasonal decomposition and regression analysis, determine the drivers of changes in demand, cost, price, production, and volatility, then forecast future trends in the same.
- Model and analyze elements of production cost to determine total, marginal, and average per unit costs of production in a variety of scenarios.
- Calculate optimal levels of production and price to maximize profits Prepare a comprehensive investment project analysis including forecasts, identification and analysis of costs, sensitivity analysis of risk factors, and statistical validation.

### **Module Details:**

- **Total module length is 15 hours (2 days) of lecture, discussion and case studies.**
- **A basic understanding of Economics is expected.**
- **Course materials will be provided.**
- **Language of instruction is English or Arabic**
- **Course Facilitator is chosen from Faculty from US/European Academic Pool and/or MENA based business leaders**

## Business Process Design

Successful managers recognize that competitive advantage relies on alignment of personnel, information systems, and business rules in an efficient set of business processes focused on achievement of the organizational mission. This module examines the drivers of business change, the array of responses to those drivers, and then provides a clear set of tools with which to understand and measure current processes, then design and implement improved processes effectively. The curriculum draws on the disciplines of project management and change management while it emphasizes the importance of integrating technology solutions with process engineering.

### Target Audience:

Participants must have 2-3 years of Managerial experience with a strong emphasis on Corporate Management.

### Module Objectives:

- Understand the changing business landscape and its impact on the need to reconsider and redesign business processes.
- Study and discuss the roles of business rules, technology systems, organizational architectures and people within the context of business processes.
- Read and analyze a variety of case studies focused on business process evaluation and design.
- Learn and practice the fundamental tools of project management, change management, and organizational communication.
- Study and simulate techniques for business process discernment and description including business process mapping.
- Understand the importance of integrating technology, practice, training, knowledge management, strategy, and messaging in a process design framework.
- Study and discuss practical techniques for designing and implementing improved business processes in a complex organization.

### Learning Objectives:

- Describe the drivers of business change and the organizational components involved in creating positive change.
- List and describe the ten principles of process management.
- Create a work breakdown structure, project resource map, Gantt chart, project calendar and critical path.
- Identify and evaluate risk within a project plan and develop a risk mitigation strategy.
- Discuss the strategies and obstacles for successful change management within a structured organization.
- Assess the technology platforms, information systems and architectures, marketing strategies, plant and equipment, training and development structures,

knowledge management, and overall capacity of an organization – identifying areas of weakness and needs for redesign in terms of an integrated process management methodology.

- Practice learned techniques for workplace observation, interviewing, and data audits.
- Create micro and macro process maps with appropriate documentation of current processes.
- Define and evaluate an array of alternate processes designed to achieve certain goals within an organization.
- Describe the process for a measurable implementation of redesigned business processes.

**Module Details:**

- **Total module length is 20 hours (2 1/2 days) of lecture, discussion, exercises and case studies.**
- **Course materials will be provided.**
- **Language of instruction is English or Arabic**
- **Course Facilitator is chosen from Faculty from US/European Academic Pool and/or MENA based business leaders**

## Compensation Benefits

This course will help develop knowledge in the area of compensation and benefit practices including job evaluations, salary surveys, individual and group performance based pay, health insurance and end of service benefits. The program addresses the issues of designing compensation packages that are skills focused and it's relation to human resources planning, leadership, and line management at all organizational levels. The development of appraisal programs; establishing performance standards; developing evaluation methods; and improving performance are also covered.

### Target Audience:

Participants must have some background and knowledge of Human Resource planning. Ideally this should come from experience in HRM functions.

### Module Objectives:

- Job Analysis, Documentation and Evaluation
- Base pay management
- Elements of sales compensation
- Principals for Executive Rewards
- Elements of Expatriate Compensation
- Variable Pay: Incentives, Recognition and Bonuses

### Learning Objectives:

- Terms and definitions of Human Resource strategies and how to build base pay structures
- Job content and Compensable evaluation methods. Understanding Job component methods and Quantitative plan summary
- Evolution from pay to rewards; Introduction to base pay and role of compensation
- Costing terms: Calculating base pay costs; Costing methods; Understanding compensation costs
- Introduction to merit pay, Factors affecting the success of merit pay, Considerations in the amount of the increase and Merit increase guideline and timing of increases
- The total rewards model. The purposes of sales compensation and the uniqueness of sales compensation. Key sales compensation terms
- The evolution of rewards: Who is an executive? Objectives and elements of executive rewards, Influences on executive rewards, Uniqueness of executive rewards and Developing executive rewards strategy
- Tax and Regulatory Influences on Executive Rewards
  - Forms of taxation
  - Million-dollar cap/Section 162(m) of the revenue code
  - Taxation of deferred compensation
  - SEC regulations

- Proxy disclosure

### **Long-Term Incentive Plans**

- Understanding long-term incentives
- Types of long-term incentive plans
- The equity market

### **Principles and Terminology of Expatriate Compensation**

- Definitions
- Fundamental characteristics of expatriate assignments
- The balance sheet

### **Tax Equalization -- Basics**

- Home- vs. host-country taxation
- Components of tax equalization

### **Housing Equalization**

- Portion of pay spent on housing
- Home- vs. host-country housing

### **Variable Compensation Overview**

- Organizational performance
- Business strategy
- Compensation strategy
- Variable pay

### **Incentive Plan Types**

- Incentive plan types
- Short-term incentive plans
  - Profit sharing
  - Performance sharing
  - Individual
- Long-term incentive plans
  - Equity-based
  - Cash-based
- Prevalence of various types of incentive plans

### **Incentive Plan Design**

- Incentive plan design team
- Plan design process

- Identify plan purpose and objectives
- Determine eligibility
- Select performance measures
- Fund the plan
- Determine target plan payout
- Define plan payout criteria
- Distribution of incentive earnings
- Plan examples

### **Select Performance Measures**

- Performance standards and performance measures
- Identifying performance measures
- Individual performance model and line of sight
- Developing baselines and targets
- Measuring performance
- CARS research

### **Recognition and Bonus Programs**

- Recognition plans
- Recognition plan design
- Bonus plans

### **Implementation and Evaluation**

- Communication
- Evaluation

### **Module Details:**

- **Total module length is 30 hours (3 days) of lecture, discussion and case studies.**
- **A basic understanding of HRM and Compensation is expected.**
- **Course materials will be provided.**
- **Language of instruction is English or Arabic**
- **Course Facilitator is chosen from Faculty from US/European Academic Pool and/or MENA based business leaders**

## Research Methods in Business

This course presents an overview of the various types of research design for business. In addition, the application of basic statistics to business research is studied. The major expect of the course is the design and execution of a practical primary business research project. There will also be a secondary research project where candidates will analyze a published research project by another author or group of authors and analysis of a research article or paper. Delegates will be expected to give an oral presentation explaining the structure of the secondary research study and the methods used to arrive at the study's conclusions. The details of the presentation of the analysis of the research article will be given in the program. Unless the participants have a strong preference for a particular research article, they will be divided into groups of 3-5 by the instructor and each group will be given a specific article to analyze.

### Module Objectives:

- To complete a practical primary research project using a variety of tools such as the computer, statistics, and standard research procedures.
- To carry out a secondary research project using current technology.
- To analyze and evaluate business research.
- To improve one's skills in oral and written presentation.
- To understand the basis of the scientific method and to understand and apply the “science” aspect of Management Science.
- To become acquainted with modern, “S-Curve” analysis and other dynamic modeling techniques for business research

### Learning Objectives:

- Utilize various business sources in completing research.
- Prepare documents in a professional manner for written and oral presentation.
- Utilize statistical analysis most often encountered in the business environment.
- Demonstrate understanding of the research process through the completion of secondary and primary research.

### Module Details:

- **Total module length is 15 hours (2 days) of lecture, extensive discussion, exercises and case studies.**
- **A basic understanding of Market Research is required**
- **Course materials will be provided.**
- **Language of instruction is English or Arabic**
- **Course Facilitator is chosen from Faculty from US Academic Pool and/or MENA based business leaders**

# Financial Management

Financial Management for Organizations is an applied financial and managerial accounting course. Principles of financial and managerial accounting are developed and used to examine the strategic and operational decisions existing for managers in various environments. The general objective of this course is to provide decision makers with the financial and managerial accounting theory, concepts, and tools necessary to make better financial management decisions as well as enable them to make sound judgments regarding financial analysis performed by others.

## Module Objectives:

- Participants will acquire an understanding of financial statement analysis of provider organizations.
- They will acquire an understanding of the complexity of cost behaviour in organizations, with a particular appreciation for the cost behaviour and incentives in a managed environment.
- Candidates will have gained an enhanced conceptual and technical understanding of the planning and control processes in organizations, again with a particular concern for issues in a managed environment.

## Learning Objectives:

- Understand the Financial Management and the Financial Environment.
- Discuss the Time Value of Money, Financial Statements and Cash Flow
- To be able to know the Risk and Return: Portfolio Theory and Asset Pricing Models.
- Understand and describe the Bonds and their Valuation, Stocks and their Valuation and The Cost of Capital.
- Describe the Basics of Capital Budgeting: Evaluating Cash Flows.
- Cash Flow Estimation and Risk Analysis.
- How to make the Analysis of Financial Statements, Financial Planning and Forecasting Pro Form Financial Statements.

## Module Details:

- **Total module length is 12 hours (2 days) of lecture, discussion, exercises and case studies.**
- **A basic understanding of Financial Services may be an advantage.**
- **Course materials will be provided.**
- **Language of instruction is English**
- **Course Facilitator is chosen from Faculty from US Academic Pool and/or MENA based business leaders.**

# Principles of Finance

This course covers the traditional managerial and economic approaches to the principles of finance. The course is organized around the following major topics: the functions of financial management, financial analysis and planning, working capital, time value of money and interest rates, capital budgeting process and long-term financing.

## Module Objectives:

- Develop an understanding of the rapidly evolving theory of finance.
- Enable participants to evaluate the firm's investment, financing, and dividend decisions come to its objective of maximizing shareholder wealth.
- Familiarize with the ways in which analytical techniques are applied to a variety of problems in financial management.
- Have better understanding of the institutional material necessary for a solid understanding of the environment in which financial decisions are made.

## Learning Objectives:

- Understand and describe the Goals and Functions of Financial Management.
- Discuss the Financial Analysis, Working Capital and the Financing Decision, Current asset Management.
- Describe The Time Value of Money.
- To be able to know the Long Term Financing: Capital Markets and the Investment Banking: Public and Private Placement.
- Discuss Common Stock and Preferred Stock Financing.

## Module Details:

- **Total module length is 8 hours (1 day) of lecture, discussion, exercises and case studies.**
- **A basic understanding of Finance is required**
- **Course materials will be provided.**
- **Language of instruction is English.**
- **Course Facilitator is chosen from Faculty from US Academic Pool and/or MENA based business leaders.**

# Money and Banking

Money in the modern economy is often viewed as the grease that lubricates the wheels of economic activity. More importantly, changes in the supply of money and credit can affect how rapidly the economy grows, the level of employment, and the rate of inflation. Banks and other financial institutions provide the mechanism for allowing money to perform its function of facilitating the economy. Excess resources can be invested to earn interest, while these investments can be redeployed as loans to stimulate economic growth. The importance of the banking function has drawn a great deal of attention and special treatment from government caretakers recently.

## Module Objectives:

- The role of Money in the Macro economy
- Interest rate Measurement and Behavior
- Derivatives and Foreign Exchange
- Depository and Non-depository Financial Institutions
- The Instruments of Central Banking
- Bank Reserves and the Money Supply
- Monetary Policy Strategy
- The Structure and Performance of Securities Markets

## Learning Objectives:

- Understand and describe the Role of Money in Economic, Financial Instrument, and Markets & Institutions.
- Understand and describe the Risk & Term Structure of interest Rate, and The Structure & Performance of Security Markets.
- Discuss the Risk & Portfolio Choice, Money & Capital Market, Bank Reserves & Money Supply, and Monetary Policy Strategy
- Understanding Foreign Exchange, Financial System Design
- Describe the Instruments of Central Banking.

## Module Details:

- **Total module length is 15 hours (2 days) of lecture, discussion, exercises and case studies.**
- **A basic understanding of Finance, Banking and Accounts**
- **Course materials will be provided.**
- **Language of instruction is English.**
- **Course Facilitator is chosen from Faculty from US Academic Pool and/or MENA based business leaders.**

# Islamic Banking and Financial Management

The course includes the concepts of Islamic economics and finance, Islamic banking evolution, Islamic law on banking and finance, Islamic financial instruments and institutions, Islamic investment, Islamic financial instruments and Islamic financial markets.

## Module Objectives:

- To introduce the basics of Financial Management from Islamic perspective.
- To acquaint the candidates with Islamic economic and finance concepts, terminology, law, and logic.
- To familiarize the concepts of Islamic Banking and Islamic Financial Markets and their developments.

## Learning Objectives:

- Understand and describe the Islamic Commercial Law, Islamic Financial Products and Issues & Challenges of Islamic Banking Today.
- Discuss the Islamic Banking & Islamic Revival, Islamic & Contract Law and the Islamic Financing in a Contemporary Setting
- To be able to know the emergence of Islamic Banking, Investments Products under Islamic Law, and Islamic Investment Principles
- Discuss the types of Contracts in *Shari`ah*
- Explain the Conventional Banking & the Prohibition of *Riba* in Islam
- Understand the Requirement of the *shari`ah* in Relation to commercial Activities.
- Describe the Islamic Insurance.

## Module Details:

- **Total module length is 20 hours (3 days) of lecture, discussion, exercises and case studies.**
- **A basic understanding of Finance and Accounting**
- **Course materials will be provided.**
- **Language of instruction is English.**
- **Course Facilitator is chosen from Faculty from US Academic Pool and/or MENA based business leaders.**

# Real Estate Appraisal

This course is meant to provide a general introduction to the theory and practice of appraisal, with an emphasis on providing useful information to potential appraisers and other real estate professionals. In addition to covering basic real estate economics, we will consider the application of various appraisal methods to real world situations. The course will emphasize appraising residential and commercial property.

## Module Objectives:

- To understand the need for and purposes of real estate appraisals.
- To understand basic appraisal terminology and concepts.
- To understand basic principles that governs all real estate appraising.
- To understand the legal ramifications of the Uniform Standards of Professional Appraisal Practice (USPAP).
- To understand the ethical, financial, and social responsibilities of real estate appraising.

## Learning Objectives:

- Understand and describe the Appraisal Profession, the Appraisal Foundation, and the Appraiser Compensation.
- Discuss the Real Estate and its Appraisal, Real Estate Marketplace, the Appraisal Process, the Appraising Partial Interests, and the Reconciliation & Appraisal Report.
- Describe the Data Collection, Building Construction & the Environment
- Explain the Appraisal Statistics.
- Be able to know the Environmental Concerns.

## Module Details:

- **Total module length is 15 hours (2 days) of lecture, discussion, exercises and case studies.**
- **A basic understanding of Real Estate Management**
- **Course materials will be provided.**
- **Language of instruction is English.**
- **Course Facilitator is chosen from Faculty from US Academic Pool and/or MENA based business leaders.**

# Real Estate Principles and Practices

This course covers the study of real estate, utilization of land, real estate ownership and interest, deeds and land descriptions, property transfers, real estate contracts, license and encumbrances, essentials of real estate finance, factors in real estate finance and valuation brokerage and real estate license law, real estate market, and public control of real estate.

## Module Objectives:

- Describe the difference between real and personal property.
- Appraise property according to accepted principles.
- Describe what is legal in landlord/tenant relationships.
- Develop necessary steps to finance properties.
- Describe how agencies are created.
- Vest title in correct legal terms and describe various methods of conveyance.

## Learning Objectives:

- Understand and describe Property Rights and Legal Descriptions (Including Township Range and Section).
- The differences between Private Restrictions on Ownership and Public Restrictions on Ownership.
- Discuss the Deeds and Leases and the Title Examination and the Closing Process.
- Describe the Real Estate Brokerage includes Ethics, Fair Housing, and Agency and the Real Estate Appraisal.
- Explain the Residential and Commercial Property Financing and the Mortgage Mechanics
- Be able to know the Home Purchase Decisions.

## Module Details:

- **Total module length is 15 hours (2 days) of lecture, discussion, exercises and case studies.**
- **A basic understanding of Real Estate Management**
- **Course materials will be provided.**
- **Language of instruction is English.**
- **Course Facilitator is chosen from Faculty from US Academic Pool and/or MENA based business leaders.**

# Property Management

This course is an introductory overview to Property Management principles, and covers the basics of Property Management, the benefits to consumers and clients, key elements of leases, residential property management, commercial property management, trust funds, and fair housing in property management. Created and designed as a "survey" course, the content of this Property Management course is not designed for training toward a full-time property manager vocation, but rather is expressly geared for real estate salespersons and brokers to add Property Management principles to their skill sets.

## Module Objectives:

- Understand the basics of Property Management, and how it applies to all real estate professionals.
- Know some benefits Property Management principles bring to consumers and clients.
- Understand some basic key elements of leases.
- Know key issues in residential property management.
- Discover some differences in commercial property management.
- Understand the reason for and use of trust funds.
- Know seminal issues of fair housing in property management.

## Learning Objectives:

- Understand and describe the Professional Property Management, and Property Management Economic & Planning.
- Describe the Managing Owner Relation, Marketing Management, and Managing Leases.
- Explain the Managing Lease Negotiation, Managing Tenant Relations, and Managing Maintenance & Construction.
- Know the Managing Reports & Insurance.
- Discuss Managing the Office, and managing industrial Property.

## Module Details:

- **Total module length is 15 hours (2 days) of lecture, discussion, exercises and case studies.**
- **A basic understanding of Real Estate Management**
- **Course materials will be provided.**
- **Language of instruction is English.**
- **Course Facilitator is chosen from Faculty from US Academic Pool and/or MENA based business leaders.**

# Construction and Blueprints

An introductory course in the basics & elements of construction , development and interpretation of construction, a study of construction industry estimating techniques and practices for both residential and commercial construction. Students will practice estimating with both simulation exercises and actual construction projects.

## Module Objectives:

- Able to complete a materials take-off from a construction blueprint.
- Construct structures associated with construction.
- Recognize and use appropriate safety practices.
- Develop ability to use surveying and equipment to determine necessary construction processes.
- Identify principles of construction structures.

## Learning Objectives:

- Understand the basics Construction Contracts
- Discuss the Making a Plan, and the Project Management.
- Understand and describe the Opportunities & Challenges, and the Computer in Construction.
- Explain the Policy Statement.
- To be able to know the Estimating & Bidding and the Builder's Tools.

## Module Details:

- **Total module length is 8 hours (1 day) of lecture, discussion, exercises and case studies.**
- **Course materials will be provided.**
- **Language of instruction is English.**
- **Course Facilitator is chosen from Faculty from US Academic Pool and/or MENA based business leaders.**

# Real Estate Investment

Introduce students to a broad spectrum of real estate terms, concepts, analytical conventions, institutions and current issues while providing the base for more specialized study in real estate finance and investment, appraisal, market analysis and asset management. The course is the only required course for the under-graduate Certificate in Land Development.

## Module Objectives:

- To introduce the student to real estate investment principles.
- To present the basics of real estate development issues that are used by land Developers and real estate investors.
- To provide the student with a basic understanding of physical, market and financial Aspects of real estate investment in order for the student to pursue further Coursework in real estate.

## Learning Objectives:

- Understand the Origins & Evolution Of Real Estate Investment, Organizational Structure
- Discuss the Economic of Scale, the Impact of the Investors, the Diversification versus Focus, and the Advisor Puzzle.
- Explain the Dividends & Debt Policies of *REITs*, and the Performance of *REITs* Stocks.
- Describe the Security Offerings.
- Be able to know the Future of Real Estate Investment.

## Module Details:

- **Total module length is 15 hours (2 days) of lecture, discussion, exercises and case studies.**
- **A basic understanding of Marketing, Corporate Products and Services and some knowledge of international relations may be an advantage.**
- **Course materials will be provided.**
- **Language of instruction is English.**
- **Course Facilitator is chosen from Faculty from US Academic Pool and/or MENA based business leaders.**

# Business Ethics

This course introduces students to various topics of Business Ethics. The topics address ethical issues, the development of a moral frame of reference and the need for an awareness of social justices in management practices and business activities. A review of ethical responsibilities and relationships between organizational departments, divisions, executive management, and the public.

## Module Objectives:

- Display awareness of various needs of ethical conduct and should have learned ethical competence.
- Challenge assumptions, develop reasoned arguments and demonstrate critical thinking with respect to business ethics.
- Identify, understand and critically evaluate a range of theoretical approaches to ethical issues in business and management.
- Apply theoretical perspectives to practical situations even in difficult environments to make hard decisions.
- Reflect upon, and discuss, the ethical dimensions of a range of 'real life' situations involving multiple stakeholders – recognizing individual rights and duties, and demonstrating social responsibility.
- Expose familiarity with the on going process of professional development as basic ethical requirement.
- Display multicultural sensitivity and an appreciation of varied cultural perspectives relevant to management practice.
- Initiate and implement procedures for ongoing morally relevant learning, inquiry and deliberation with regard to unique business contexts.

## Learning Objectives:

- Understand and describe the Ethics-A Professional Concern, Background.
- Describe the Common Ethical Problems.
- Discuss the A Psychological Approach.
- Explain the Ethical Problems of Managers/Professionalism.
- Describe the Managing for Ethical Conduct, Ethical Problems of Organizations, and the Ethics as Organizational Culture.
- Be able to know the Model Ethics Programs Managing for Ethical Conduct in a Global Business Environment, and the Ethics and law.
- Understand the Issue of Copyrights, Intellectual Property (IP), Patents Rights and Trade Marks.

## Module Details:

- **Total module length is 15 hours (2 days) of lecture, discussion, exercises and case studies.**
- **Course materials will be provided.**
- **Language of instruction is English.**
- **Course Facilitator is chosen from Faculty from US Academic Pool and/or MENA based business leaders.**

# IT for Business

This course is designed to provide hands-on instruction in basic computer hardware components and software applications commonly used in businesses. Emphasis is placed on extending and reinforcing touch keying skills while providing experience for learning word processing, database, spreadsheet, project management software, and graphics, multimedia, and telecommunications applications. Communication skills and mathematical concepts are reinforced in this course.

## Module Objectives:

- Understand the principles of business re-engineering.
- Identify the principal communication and retrieval capability of the internet.
- Understand the multimedia presentation.
- Understand the steps involved in developing a single user system.
- Identify the network service applications used in business.
- Differentiate between shared and distributed databases.
- Describe the types of business information systems and know when each is used.

## Learning Objectives:

- Information Technology: Principles, Practices, Opportunities, responsibilities
- Business re-engineering
- The internet and the World Wide Web: communication and retrieval capabilities, hyperlinks, browser software.
- Multimedia presentation: author and viewer software, sampling, slide presentation and interactive multimedia presentation.
- Developing single user system: problem solving cycle, choosing/creating a system, development steps, and evaluation.
- Multi-user and network computing: Network service applications, communication networks and channels, network operating systems, network administration activities, multi-user architecture.
- Shared and distributed data: shared databases, distributed databases, object-oriented databases.
- Developing shared IT applications: characteristics, system development life cycle, tools for data collection and developing IT applications.
- Information technology in industry: computer-integrated manufacturing systems, manufacturing cells

## Module Details:

- **Total module length is 15 hours (2 days) of lecture, discussion, exercises and case studies.**
- **A basic understanding of Computers is expected**
- **Course materials will be provided.**
- **Language of instruction is English.**

# Inventory and Materials Management

This course addresses the issues and approaches associated with managing the inventory and flow of raw materials, work-in-process, finished goods, and supplies to ensure / enhance the organization's competitiveness and profitability. Topics will include outsourcing and make-or-buy decisions, international/global sourcing, and computer-based inventory materials systems, as well as the formulation and application of quantitative models for inventory analysis and decision-making. The concepts, principles, and strategic impact of some of the more significant approaches in production/inventory planning and control, such as just in time systems, material requirements planning, and enterprise resource planning, will be discussed

## Module Objectives:

- Identify and understand the nature of problems often dealt with in production and Inventory control (forecasting, planning resources, push vs. pull systems, supply chain management, and scheduling).
- Become familiar with quantitative modeling and analysis of production/inventory systems.
- Work with the traditional and newer techniques and models suggested to approach production and inventory control problems.
- Understand the newer methods into production and inventory control systems.

## Learning Objectives:

- Forecasting and Market Analysis
- Independent Demand Systems: Deterministic Models.
- Discrete Demand Systems: Deterministic Models.
- Independent Demand Systems: Probabilistic Models.
- Inventory System Changes and Limitations
- Single Order Quantities.
- Dependent Demand Systems: Material Requirements Planning (MRP)
- In-Process Inventory, Just-in-Time, and Theory of Constraints.
- Distribution Inventory Systems.
- Inventory Valuation and Measurement.

## Module Details:

- **Total module length is 15 hours (2 days) of lecture, discussion, exercises and case studies.**
- **A basic understanding of Logistics is expected**
- **Course materials will be provided.**
- **Language of instruction is English.**

# Logistics and Physical Distribution

This course offers an overview of the structure and management of the physical distribution system. Course content includes warehousing, order processing, packaging, inventory control, physical location analysis, classifications and material handling.

## Module Objectives:

- Know the difference between inbound logistics, materials management and physical distribution.
- Understand logistics' place in the supply chain.
- Know the factors that influence plant and distribution center location.
- Understand ware housing's place in the logistic system.
- Know the functional areas of warehousing.
- Know the importance of international logistics in a global economy.
- Understand the factors involved in the design, analysis and integration of a logistics system.

## Learning Objectives:

- Logistics and the Supply Chain
- The Supply Chain Concept
- Logistics and Information Technology
- Order Management and Customer Service
- Protective Packaging and Materials Handling
- The Domestic Transportation System
- Industrial Transportation Management
- Distribution Center, Warehouse, and Plant Location.
- Inventory Management; Warehousing Management; International Logistics
- Logistic Systems Controls
- Logistics Systems: Analysis, Design, and Integration

## Module Details:

- **Total module length is 15 hours (2 days) of lecture, discussion, exercises and case studies.**
- **A basic understanding of Logistics is expected**
- **Course materials will be provided.**
- **Language of instruction is English.**

# Purchasing and Supply Chain Management

Objectives and methodology of industrial, institutional, and governmental purchasing agents and buyers are covered in this module. Emphasizes on value analysis, product quality control, maintenance of operating efficiency, analysis of competitive price quotations, and materials management is highlighted.

## Module Objectives:

- Perform tasks related to purchasing.
- Understand the conceptual framework underlying good purchasing and supply management techniques.
- Demonstrate an understanding of personal and work characteristics that contribute to effective job performance.
- Demonstrate and understand the importance of purchasing and supply management.

## Learning Objectives:

- What is purchasing? Strategy and strategic procurement
- Logistics and supply chains; Structure and supply chains
- Purchasing structure and design; Purchasing procedures
- Strategy, tactics and operations (purchasing factors )
- Supplier relationships; Purchasing- product innovation, supplier involvement and development
- Specifying and managing product quality
- Matching supply with demand; Buying at the right price
- Sourcing and the management of suppliers; Strategy, tactics and operations ( buying situations )
- Contrasting approaches to supply; Buying from overseas
- Strategy, tactics and operations ( negotiation, support tools and performance )
- Purchasing research, performance and ethics

## Module Details:

- Total module length is 15 hours (2 days) of lecture, discussion, exercises and case studies.
- A basic understanding of Logistics and Supply is expected
- Course materials will be provided.
- Language of instruction is English.

# **International Business Practices**

(Professional Training Module 1)

**A look into Arab, British, American, European and Australian way of life; the social and cultural aspects that are a part of business practices in various countries.**

This 12 hour module will give the participants an introduction to the cultural diversity faced by any business seeking to engage customers or providers outside their own immediate community.

## **Target Audience:**

Any employee who will be traveling within the region or will be interacting with employees in other countries.

## **Module Objective:**

To gain an appreciation of the variety of business practices throughout the world. It also focuses on workplace and personal interaction for people travelling within the region.

## **Topics:**

- Formal and informal interaction
- Negotiating techniques
- Business etiquette
- Cultural diversity (“not wrong but different”)
- Idioms, sayings and lingo
- Geography, currency and measurements
- Education systems
- Holidays and festivals
- Food and clothing
- Sports, games and recreation
- Travel requirements and aids
- Homes and relationships within the home
- Ethnicity; different races and interracial communities
- Overview of religious beliefs

## **Module Details:**

- **Total module length is 12 hours of lecture, seminar, discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **A high level of module participation is essential for maximum benefit.**
- **Module materials will be provided.**

# **Business English Skills**

(Professional Training Module 2)

**Effective corporate communication by focusing on the language skills: gaining extra confidence while communicating. Also grammatical concepts to ensure free flow of thought, writing and speaking.**

This 15 hour module will enable the participants to better understand the communication process and learn some of the skills that will enhance their contribution to the company.

## **Target Audience:**

Any organization member who wishes to hone his/her communication skills by focusing on the English Language

## **Module Objective:**

Comprehensive discussions regarding some grammatically correct usage and punctuation relevant to corporate communication. An insight into reports writing and business communication techniques.

## **Topics:**

- Pronouns: When to use 'who'/'whom'/'myself'
- Verbs: Focus on fundamental verb forms. Focus on frequently committed errors
- Letter writing: Layout of a formal letter
- Punctuation: Effective punctuating skills in corporate communication
- Report writing: Layout and content
- Emailing: Layout and content (focus on 'cc' and 'telephone' follow ups).

## **Module Details:**

- **Total module length is 15 hours of lecture, seminar, discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **High level of module participation is essential for maximum benefit.**
- **Module materials will be provided.**

# Spoken English Skills

(Professional Training Module 3)

**Verbal communication skills to be applied in the work place. Will include both personal and technical vocabulary applying to the specific company.**

This 15 hour module includes two sections:

- Section 1 will emphasize personal conversation in the work place
- Section 2 will focus on the technical aspects of the employee's work

## **Target Audience:**

Any organization member who is exposed to a multi-national environment where the mode of communication is predominantly English.

**A need analysis will be conducted at the beginning of the module. This analysis will determine the scope of the module.**

## **Module Objective:**

An overall focus on fundamental spoken English skills with a look at grammar that naturally leads into advance oral skill. Designed for polite conversationalists as well as future formal speakers.

## **Topics:**

### **Section 1 – Spoken English in the work place**

- Meeting and greeting
- Making introductions
- Telephone skills
- Explaining
- Summarizing
- Presenting
- Discussing

### **Section 2 – Technical aspects**

- Work-related language and vocabulary
- Pronunciation and clarity
- Confidence
- Discussion based training
- Work-related reading for discussion and to focus on appropriate use of language and target vocabulary
- Identifying individuals' area of strengths and weaknesses for customized written and oral exercises
- Four steps to Perfect Pronunciation

## **Module Details:**

- **Total module length is 15 hours of lecture, discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **High level of module participation is absolutely essential for maximum benefit.**
- **Module materials will be provided.**

# Technical Writing Skills

(Professional Training Module 4)

## Writing skills for employees preparing manuals and instructions.

This 15 hour module will equip the participants to write from the point of view of the end user.

### Target Audience:

Support staff who will be involved in writing manuals and guide materials through discussions with technical personnel.

### Module Objective:

A complete guide to the making of a good manual. Tools used help focus on the reader's point of view.

### Topics:

- Gathering information
- Compilation
- Preparation
- Structure
- Explaining
- Detailing
- Language
- In-house style standards
- Types of documents

### Module Details:

- **Total module length is 15 hours of discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **High level of module participation is absolutely essential for maximum benefit.**
- **Module materials will be provided.**

# Communication Skills

(Professional Training Module 5)

## A look at ‘what is communication?’ and ‘who is the target?’

This 15 hour module will examine the communication process: verbal, non-verbal and written.

### Target Audience:

Any organization member for whom interaction and communication is essential for effective and successful completion of responsibilities in a professional work environment.

### Module Objective:

Honing writing skills, giving a presentation (chairing a meeting, seminar, small group management) and using audio and visual aids to effectively hit the ‘bull’s eye’ as a winning combination and successful communicator.

### Topics:

- The Communication Process: The participants should gain an understanding of the elements involved in the communication process.
- Verbal Communication: The participants should gain understanding of the important and value of language usage for effective public speaking.
- Non Verbal Communication: The participants should gain an understanding of the codes on message effectiveness in business situations using various role-playing exercises
- Listening: The participants should gain an understanding of and exercise their listening skills.
- Writing Great Presentations: Learning to adapt to the audience and using the ‘Hook, Line and Sinker Model’ in writing great presentations.
- Visual Aids: Participants will realize the difference and elements required to turn the novice into a professional speaker using various multimedia and visual aids.

### Module Details:

- **Total module length is 15 hours of lecture, discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **High level of module participation is essential for maximum benefit.**
- **Module materials will be provided.**

# **Presentation & Public Speaking Skills**

(Professional Training Module 6)

## **Communicating your message in a formal environment.**

This 8 hour module will include what it takes to make a good presentation as well as the structure and delivery of public, business and professional messages.

### **Target Audience:**

Any organization member for whom effective communication is essential for successful completion of responsibilities in a professional work environment.

### **Module Objective:**

A bird's eye view of communication objectives, Strategy options, exhibitions- Seminars- Conference, and selecting the right techniques.

### **Topics:**

#### **Presentation Skills – What it takes to make a good presentation!**

- Knowing the audience and what they expect from the presentation
- Getting your ideas across in a presentation
- Preparing for a presentation – outlining, defining objectives, collecting and presenting thoughts, structuring the presentation, conveying ideas to an audience, effective titling.
- Presentation aids – types of aids, designing your aids, rehearsing, getting feedback, responding to questions

#### **Public Speaking Skills – Structure and delivery of public, business and professional messages**

- The Communication Process – understanding the elements involved
- Verbal communication – importance of language usage for effective public speaking
- Non-verbal communication – the codes on message effectiveness for public speaking
- Listening – important requisites for listening in public speaking situations
- Adaptation to the audience – factors that persuade an audience
- Speech preparation – ability to locate information required for an effective speech
- Organizing and outlining speech – selecting and organizing speech materials

### **Module Details:**

- **Total module length is 8 hours of lecture, discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# Communication with a Client

(Professional Training Module 7)

## Exploring the different ways to communicate depending on the receptor.

This 8 hour module will equip a participant to tailor prepare for communication outside the organization.

### Target Audience:

Any organization member for whom written and verbal communication is important and whose responsibilities include interacting with colleagues and clients.

### Module Objective:

A focus on Communication with the external customer as against communication with an internal customer (which would include in-house and inter-departmental communications).

### Topics:

- What is communication?
- What is effective communication?
- Who is an external/internal customer?
- Different methods of communication (Media, Fax, Email, Memo, Note, Letter)
- Different styles of communication (Formal vs. Informal)
- Different situations of communication (Intradepartmental vs. Interdepartmental situations)
- Focus on communicating with the client/customer.

### Module Details:

- **Total module length is 8 hours of lecture, discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# **Business Etiquette and Social Graces**

(Professional Training Module 8)

## **Relating to customers and colleagues in a social situation.**

This 8 hour module will prepare a participant to comfortably relate in a social environment outside company facilities.

### **Target Audience:**

Any organization member for whom social interaction is part of their professional responsibility.

### **Module Objective:**

A look at etiquette and its role in the corporate world with an overall emphasis on interpersonal skills.

### **Topics:**

- The importance of Business Etiquette: What is etiquette, good manners? Why are good manners important in business?
- The Basics – Values and Attitudes. Basic principals of professional business behaviour.
- Etiquette in the office: relationship with supervisors, colleagues and subordinates. Making an appointment, handshakes, receiving guests in the office. Business cards and how to exchange them.
- Etiquette in business communication: Business meetings, chairing a meeting, ending a meeting. Telephone courtesy, greetings. Personal side of business. Letter writing. Thank you letters. Congratulatory letters. Sympathy letters.
- How to introduce and be introduced. Correct forms. Formal occasions, Group introductions, self-introduction.
- The art of polite conversation: Introduction, meeting people, body language, posture, how to initiate conversation, keep the conversation going, end the conversation. Ways of improving conversation
- Business entertaining – Why executives entertain. The invitation, seating, napkins, posture, ordering the food. When to begin talking business. Settling the bill. Sending guests off. Duties of a host, duties of a guest. Forms of entertainment. Home entertaining.
- Table manners – The menu, order of modules, choosing of food. Cutlery, table setting, food and drinks. Holding a fork and knife, types of glasses. Accidents.
- Image in business - Image for women, image for men.

### **Module Details:**

- **Total module length is 8 hours of lecture, discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# Understanding Business Concepts

(Professional Training Module 9)

## How a business works.

This 15 hour module will give the participant a broad understanding of the concepts of organizations and businesses.

### Target Audience:

All organization members who interact with members outside their division. A module especially critical for those in technical areas of an organization.

### Module Objective:

A program for professionals geared to understanding business principles and concepts. Focuses on the importance of accounting, budgeting, finance, marketing, human resource and management issues. Helps understand the big picture of how an organization works.

### Topics:

- The challenges and issues in managing an organizational/division/department/project team.
- Importance of the accounting function (Budgeting, auditing)
- Human Resource Management and career planning within an organization
- Financial Management. The challenge of managing an organization/division/department with limited resources
- Marketing – The role it plays in an organization. The Service Culture.
- Organizational Culture – Formal vs. Informal, Ethics and Communication,
- Corporate and Community responsibility – an organizational member's role in the process
- Creating a culture of 'Professionalism' in business and organizational practices

### Module Details:

- **Total module length is 15 hours of lecture, discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# Strategic Planning for Managers

(Professional Training Module 10)

## **Creating and installing a medium to long term vision for managers.**

This 12 hour module will consider the importance of strategic management, types of strategies, strategy identification tools and the implementing of strategies.

### **Target Audience:**

Any manager whose duties and responsibilities include planning and organizing.

### **Module Objective:**

This module covers all the issues related to strategic management in organizations. Upon completion of the module, participants should be able to use various management tools and concepts to better analyse the organization and the environment in which it operates. The objective of the module is to be able to conceptualise a long-term business strategy for organizations.

### **Topics:**

- Business Organizations – missions, goals and objectives
- Strategic Analysis – external environment
- Strategic Analysis – internal environment
- Analysis tools and applications
- Application of strategy development tools – SPACE & BCG Matrix
- Strategy development tools – QSPM
- Environment analysis
- Effective Strategic Review

### **Module Details:**

- **Total module length is 12 hours of lecture, discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# **Effective Delegation**

(Professional Training Module 11)

**Concepts and practical exercises on manageability, authority, responsibility and accountability.**

This 8 hour module addresses the balance between centralization and decentralization of authority.

## **Target Audience:**

Any manager or team leader.

## **Module Objective:**

This module focuses on understanding the concepts of centralization, decentralization and delegation of authority.

## **Topics:**

- The nature of authority and power
- The difference between line and staff, realizing their nature as relationships rather than positions or people
- The nature and use of functional authority as a mixture of line and staff
- Centralization, decentralization and delegation of authority
  - Delegation of functional authority
  - Restricting the area of functional authority
  - Dangers of undermining line authority
  - Nature of decentralization
  - How authority is delegated – Splintered authority
  - The art of delegation - personal attitude towards delegation
- Advantages and limitations of decentralization – striking a balance

## **Module Details:**

- **Total module length is 8 hours of lecture, discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# Effective Decision-making

(Professional Training Module 12)

**A look at the tools that equip employees to be more effective and independent decision-makers.**

This 8 hour module will help the participant understand and participate in effective decision-making.

## **Target Audience:**

Managers, team leaders and team members working in teams.

## **Module Objective:**

A program that helps understand what decision-making is, modern approaches to decision-making in light of uncertainties and factors determining the importance of the decision. The art of delegation will be discussed as well as understanding the key tool of “Consequence Theory.”

## **Topics:**

- Decision of Decision Making
- The importance and limitations of rational decision making:  
Rationality – Bounded Rationality – Limiting factor
- Evaluation of Alternative:  
Qualitative & Quantitative Factors -- Marginal Analysis -- Cost Effective Analysis
- Selecting an Alternative:  
Experience – Experimentation -- Research & Analysis
- Programmed and Non-Programmed Decision
- Decision making under certainty & risk
- Modern Approaches – Risk Analysis
- Evaluating the importance of a decision
- Decision support system – Systems Approach

## **Module Details:**

- **Total module length is 8 hours of lecture, discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# **Team Building**

(Professional Training Module 13)

## **Are we a Group or a Team?**

This 8 hour module will consider the process of team building and interactions in an organization. Some exercises may move outdoors.

### **Target Audience:**

Managers, team leaders and team members.

### **Module Objective:**

A program that helps differentiate a team from a group, focusing on teamwork and the relationship between organizational culture and individual preferred culture. It gives an insight into roles and responsibilities of team members and hands on experience in team building, maintaining and sustenance.

### **Topics:**

- Definition of team. How does it differ from a group?
- Why team work? Perspective from individual, company, customers and business point of view.
- How to build, maintain and sustain teams
- Team member's roles and responsibilities
- Analyse organizational and individual preferred culture & understanding the relationship between culture and team work
- Concept of creativity, synergy and interpersonal trust – various dimensions of trust.

### **Module Details:**

- **Total module length is 8 hours of lecture, discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# Managerial Effectiveness

(Professional Training Module 14)

**Attitudes and skills of the effective manager. Strategies to become a great and successful manager.**

In this 15 hour module the participant will study managerial responsibilities, methods and how to enhance managerial productivity.

## **Target Audience:**

All levels of executives and managers.

## **Module Objective:**

A module that explores who an effective manager is, and skills that enhance managerial qualities including delegating, supervising, monitoring and leading people by example.

## **Topics:**

- Role of knowledge
- Functional skills
- Developing managerial skills including Effective Communication, Human Relation Skills, Delegating, Supervising, Monitoring and Leading people by example.
- Necessity of being a good person

## **Module Details:**

- **Total module length is 15 hours of lecture, discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# **Production & Productivity**

(Professional Training Module 15)

## **The meaning and difference between production and productivity.**

In this 15 hour module we will look at the necessity of increasing productivity and making optimum use of resources.

### **Target Audience:**

All levels of executives and managers.

### **Module Objective:**

Understand the difference between production and productivity. Organizational methods for the optimum utilization of resources to achieve maximum output.

### **Topics:**

- Meaning, Difference, Dependence and Link between production and productivity
- Effect of productivity on Standard of Living, Cost of living
- Necessity of increasing availability
- Real Income, Economic growth
- Necessity of increase of output and optimum utilization of resources
- Effects of increasing productivity on cost of production, profits, increase in pay, benefits, other facilities for employees, reduction of sale price, price, demand, increase in production
- Effects of foreign exchange
- Role of technology advancement, organizational methods and human relations skills

### **Module Details:**

- **Total module length is 15 hours of lecture, discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# **Style Analysis & Style Flexing**

(Professional Training Module 16)

## **Understanding individual style and the impact on business operations.**

In this 8 hour module we will understand the functional style of an individual and how to flex one's style in order to achieve and maintain harmonious interpersonal relationships.

### **Target Audience:**

Managers, team leaders and team members.

### **Module Objective:**

Focusing on individual style of functioning, compatibility of different styles, understanding its impact on operational areas, flexing one's style for harmonious interpersonal relationship.

### **Topics:**

- Jung's functional styles
- Gottlieb's Functional style
- Thinking styles
- Decision making styles
- Juxtaposing the above styles of each individual and finding out if any mismatch lies between the styles and their operational area
- Counselling based on the above findings

### **Module Details:**

- **Total module length is 8 hours of lecture, discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# **Time Management**

(Professional Training Module 17)

**Effective use of time and how good habits can be established.**

In this 8 hour module we will focus on skills that enhance our use of time.

## **Target Audience:**

Managers, team leaders.

## **Module Objective:**

A module that discusses proper time management through overcoming the tremendous gravity of habit and the connections between time management and money management.

## **Topics:**

- Focus on why previous attempts to manage time failed
- Focus on overcoming the tremendous gravity of habit
- Focus on the connection between time management and money management
- How to turn resolutions to reality
- How to delegate without losing control
- Where winners really spend their time
- How to rediscover one's power and passion
- How to lead one's life, not just manage time

## **Module Details:**

- **Total module length is 8 hours of lecture, discussion and exercises.**
- **Instructor will tailor the material to the business employing the participants.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# **Corporate Loyalty**

(Professional Training Module 18)

**Creating an awareness of choice of company to work for and focusing on making the relationship a long term one.**

In this 3 hour module we will discuss why an employee chooses to work for a particular company.

## **Target Audience:**

All levels of management.

## **Module Objective:**

Consider the factors to be considered in developing loyalty to a company.

## **Topics:**

- Why do you choose to work for a particular company?
- Should I plan on a long term commitment to this company?
- The principal factors that influence one's decision to accept a job offer.
- The forces that encourage a long term relationship between employee and employer.
- A comparative study of the job search process based on findings from a US corporation and a Dubai based corporation.

## **Module Details:**

- **Total module length is 3 hours of lecture and discussion.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# Impact with Confidence

(Professional Training Module 19)

## How can I have a greater impact in personal and working relationships?

In this 8 hour module we will consider the dimensions of personal growth that will help individuals to be more assertive in various situations.

### Target Audience:

Any middle management or entry-level group that would like to focus on improving individual assertiveness in personal and working relationships with the help of various tools.

### Module Objective:

Confidence makes a tremendous difference in the performance of employees. How can this be maximized?

### Topics:

- **Integrity:** Global definitions and exercises
- **Manners:** A thumbnail sketch of business/social manners that make a difference
- **Personality:** Becoming aware of various personality cells and the techniques of working with different types of people for you advantage and profitability
- **Appearance:** An overview of 'power dressing' that makes a difference even in casual situations and environments
- **Considerations:** Being a successful negotiator using fundamental principals that will help one to be ready to respond to new initiatives when they occur
- **Tact:** Learning how to be a 'gatekeeper' to enhance your percentage of successful communication situations.

### Module Details:

- **Total module length is 8 hours of lecture, discussion and exercises.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# **Finance for Non-Finance Executives**

(Professional Training Module 20)

**A comprehensive introduction to finance activities of the business.**

In this 15 hour module we will examine the many financial activities and issues facing a business for those employees not having current financial responsibilities.

## **Target Audience:**

Managers and officers who do not have finance background but need to understand financial information.

## **Module Objective:**

Finance is one of the major functions of any organizations. In the era where organizations are moving towards cross-functional projects, people in the organization must have a good appreciation of finance and accounting. This helps to build create greater cost-consciousness and improve communication between finance executives and non-finance executives.

## **Topics:**

- Basic concepts in accounting and double entry system of accounting
- Reading Balance Sheet and Profit and Loss Account
- Analysing the Balance Sheet
- Practical Budgeting
- Capital Budgets
- Financial Markets and overview of Portfolio Management
- Corporate Finance

## **Module Details:**

- **Total module length is 15 hours of lecture, discussion and exercises.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# Accounting and Control Systems for Software Professionals

(Professional Training Module 21)

**Useful information for those professionals involved in developing “business solutions.”**

In this 15 hour module we will examine ‘useful’ software development to ensure that ‘business solutions’ result.

## **Target Audience:**

Any software professional who is involved in developing application software for business organizations.

## **Module Objective:**

Information technology applied wrongly can hinder more than help. Any ‘useful’ software development must provide effective ‘business solutions’. This can only be done when the existing systems and business processes are clearly understood. Accounting systems, internal control systems and budgetary systems form a major part of the information systems in organization. Hence, an understanding of these systems is a must for any serious system professional.

## **Topics:**

- Fundamentals of Accounting – Double Entry Systems
- Accounting Information Systems – Accounting as a systems control
- Budgetary system for planning and control
- Internal control system in organizations
- Systems for bringing accountability in an organization
- Information systems for decision making as they exist in organizations

## **Module Details:**

- **Total module length is 15 hours of lecture, discussion and exercises.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# **Systems Thinking & Learning Organizations**

(Professional Training Module 22)

**An introduction to the process of building knowledge systematically.**

In this 15 hour module we consider the powerful competitive advantage of systematic knowledge management.

## **Target Audience:**

Senior managers, middle managers and professionals who work with them.

## **Module Objective:**

Professionals today must learn to take action that is based on the past, rooted in the present and directed towards the future. This module helps to learn this 'process of building knowledge' systematically.

## **Topics:**

- Strategies of system thinking – archetypes, links and loops
- Mental Models – building shared understanding and common vision
- Ladder of inference
- Moving 'discussing' to 'dialogue' for collective 'thinking' and 'learning'
- Skilful discussion – building inquiry skills and advocacy skills

## **Module Details:**

- **Total module length is 15 hours of lecture, discussion and exercises.**
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- Ladder of inference
- Moving 'discussing' to 'dialogue' for collective 'thinking' and 'learning'
- Skilful discussion – building inquiry skills and advocacy skills

## **Module Details:**

- **Total module length is 15 hours of lecture, discussion and exercises.**
- **High level of module participation will maximize benefit received by the participant.**
- **Module materials will be provided.**

# Front/Back Office Training

## Book Keeping and Accounts

The aim of the short course is to introduce and test the candidates understanding of the basic principals underlying the recording of business transactions and the ability to prepare and interpret accounts for sole traders, partnerships, non-trading organizations and limited companies.

The syllabus covers:

- Advanced aspects form the Certificate of Book-keeping
- Partnerships
- Limited liabilities companies
- Incomplete records
- Manufacturing accounts
- Stock value
- Non-trading organizations
- Branch accounts
- Bills of exchange – receivables and payable
- Consignment accounts
- Control accounts
- Suspense accounts
- Calculation and interpretation of ratios
- The preparation of final accounts

## Business Calculations

The aim of program is to enable the candidates to develop a broad knowledge and understanding of standard business calculations in relation to simple and compound interest, wages and commission, buying and selling, insurance, foreign currencies, hire purchase, partnerships and averages. The ability to apply this knowledge and understanding in business situations and to related technologies.

The syllabus covers:

- Simple and compound interest
- The small business
- Wages and commission
- Buying and selling
- Insurance
- Foreign currencies

- Hire purchase
- Installment payments
- Partnerships
- Averages

## **Business Statistics**

The aim of the course is to enable candidates to develop a knowledge and understanding of some basic statistical techniques and the ability to apply this knowledge and understanding in solving business problems.

The syllabus covers:

- Quantitative information
- Descriptive statistics
- Forecasting
- Uncertainty

## **Commercial Calculations**

The aim of the course is to enable the candidates to develop an ability to understand and work accurately with the basic processes of arithmetic and to apply the processes of arithmetic to solve problems encountered in personal and business life.

The syllabus covers:

- Whole numbers
- Fractional parts
- Measures
- Percentages
- Approximation
- Proportion and variation
- Arithmetic mean (averages)
- Spatial concepts
- Charts and graphs
- Applications

## **Cost Accounting**

The aim of the program is to test the knowledge and understanding of advanced aspects of the processing of cost accounting information including stock control, how cost accounting information can be used for the purposes of short term planning, control and decision making within business organizations in a variety of business settings

The syllabus covers:

- Accounting for materials, labor, overheads and processes
- Stock control
- Marginal costing
- Budgetary control
- Standard costing and variances
- Accounting systems

## **Management Accounting**

The aim of the module is work on the candidates' ability to critically analyze information for short term and long term decision making, use management accounting information for planning and control of cash and other resources within a business and understand business performance measures.

The syllabus covers:

- Short term cost behavior
- Short term decision making
- Cash and working capital management
- Long term decision making and control
- Product cost ascertainment
- Transfer pricing and performance evaluation



## International Management Consultants

P.O. Box 61061, Dubai, UAE

Tel: + 9714 8813199

Fax: + 9714 8813166

[www.imc-dubai.com](http://www.imc-dubai.com)